INSEE

Annual Report 2024

Form 56-1 One Report

Annual Registration Statement/
Annual Report

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* Financial Report and Attachments are available on www.set.or.th and the Company's website www.siamcitycement.com

In case this annual report (Form 56-1 One Report) referred to the information on the Company's website, it shall be deemed that such disclosed information on the website is an integral part of of Form 56-1 One Report. The Board of Directors certifies the correctness and completeness of such referred information.

1

Company's Business

Our Promise

Vision

We will continue to build on our long heritage of shared loyalty, creating trusting relationships with our business partners, our people and our community. We want to achieve the best value and a sustainable future for all our stakeholders.

Mission

SCCC provides world-class construction materials and services that are vital to economic growth in Thailand and the wider region.

By combining sustainability and innovation, we strive for operational excellence and to exceed the expectations of all our stakeholders. Our reputation is built on outstanding performance in the quality of our products and customer service, the dedication and skill of our employees, our respect for the communities in which we operate and our ambition to set the standards for the industry of tomorrow.

Commitments

Working as a team
One group, one vision, one team united in heart with our business partners for the good of all.

Doing what is right
We stay true to ourselves and each other, maintaining the highest standards of discipline and integrity in everything we say and do.

Challenging conventions
We are imaginative and always open to new ideas. We approach every business challenge with enthusiasm and strive to deliver innovative solutions beyond expectations.

Caring about our future
We are committed to creating a positive future for generations to come. Caring for our people, our environment, our community, our nation.

Board of Directors

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1 **Mr. Paul Heinz Hugentobler**
Chairman
Chairman of Nomination and Compensation Committee

2 **Ms. Nopporn Tirawattanagool**
Director

3 **Mr. Tinnawat Mahatharadol**
Director
Member of Nomination and Compensation Committee
Member of Investment and Finance Committee

4 **Dr. Sunee Sornchaitanasuk**
Independent Director
Chairperson of Audit Committee

5 **Mr. Charin Satchayan**
Independent Director
Member of Audit Committee
Chairman of Governance Committee

6 **Mr. Onne van der Weijde**
Independent Director
Member of Audit Committee
Chairman of Investment and Finance Committee

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7 **Mr. Robbert Egbert Johannes van der Feltz van der Sloot**
Independent Director
Member of Nomination and Compensation Committee

8 **Dr. Subhak Siwaraksa**
Independent Director
Member of Governance Committee
Member of Nomination and Compensation Committee

9 **Mr. Siva Mahasandana**
Director

10 **Mr. Ranjan Sachdeva**
Executive Director
Chairman of Group Executive Committee

11 **Mr. Montri Nithikul**
Executive Director
CEO of Thailand Cement Business

Message from the Board of Directors

Dear Shareholders,

The year under review has seen a continuation of both very volatile and stagnating political and economic environments in all the countries our Group is operating in. Construction spent has suffered on account of conducive policy decisions to attract and support foreign direct investments and domestic capital formation through expansions in infrastructure, industrial and residential investments. Massive overhangs in residential properties in Thailand and Vietnam are adding to the concerns of existing and potential investors and financing institutions being more restrictive than ever to support the over-indebted private residential sector. The bleak construction industry outlook gets further shadowed by the rapidly increasing global threats from trade wars and various economic sanctions lowering confidence levels across all private and industrial investors. The only positive drivers are currently from Government-sponsored infrastructure projects although still on very low levels compared to pre-COVID levels.

Management has continued to adjust our productive asset base and our organizations to the new realities. Clinker and cement capacities in Thailand have been cut back as export markets for clinker have disappeared, grinding capacities in Vietnam and Sri Lanka have been temporarily mothballed till demand levels are coming back. Given the global and regional uncertainties impacting demand for construction materials in and beyond 2025, Management is tasked to continue and decisively work on improving the competitiveness of each and every business unit in our Group. On a more positive note, we have started construction of a 84 MWh Solar Power Plant in Saraburi, a new 1.2 million tons per year granite quarry in Chonburi to serve the growing aggregates demand in the Eastern Seaboard with both projects being completed in late 2025 / early 2026. Both projects adding positively to our performance from 2026 onwards.

In 2024 our second largest shareholder, Jardine Cycle & Carriage Limited, has sold its entire stake to entities of the Ratanarak Group which was followed by mandatory tender offers for Siam City Cement Public Company Limited, Lanna Resources Public Company Limited (LANNA) and Thai Agro Energy Public Company Limited (TAE), which were completed in October 2024. SCCC's main shareholder is now controlling approximately 79.06 percent of the equity capital and SCCC in turn is holding 61.44 percent in LANNA, with LANNA holding 51 percent in TAE.

The Board of Directors is pleased to report a net profit after tax attributable to equity holders of THB 5,388 million compared to THB 2,682 million in 2023. In view of the continued challenges the businesses of the Group are facing and in order to strengthen the financial position of the Group after the increase of the Group's shareholding in LANNA, the Board of Directors has decided to recommend a full year dividend of THB 11 per share to the Shareholders for approval at the AGM No. 32 (Year 2025).

The Board of Directors is pleased to report a net profit after tax attributable to equity holders of THB 5,388 million compared to THB 2,682 million in 2023.

On behalf of the Board of Directors, I wish to thank all our employees for the dedicated engagement and contributions to continue and sustain the growth of our Group. We also like to thank all our shareholders for their continued support, all our business partners for upholding highest standards of professionalism in all we do together and the public at large for their support in the places our operations are at home.

Paul Heinz Hugentobler

Chairman of the Board of Directors

Group Executive Committee

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1 **Mr. Ranjan Sachdeva**
Group Chief Executive Officer
Group Chief Financial Officer*

2 **Mr. Montri Nithikul**
Member
CEO of Thailand Cement Business, SCCC

3 **Mr. Eamon John Ginley**
Member
Chief Executive Officer, SCCVN

4 **Mr. Hemant Mudgal**
Member
Group Chief Performance and Sustainability Officer

Remark:

* Group Chief Financial Officer is under replacement plan.

Despite geopolitical tensions and market-specific challenges, 2024 was a strong year for us. Our resilience and teamwork helped us navigate uncertainties and achieve solid results.

Message from the Group Executive Committee

Dear Shareholders,

Despite geopolitical tensions and market-specific challenges, 2024 was a strong year for us. Our resilience and teamwork helped us navigate uncertainties and achieve solid results. Our FIT+ Project contributed to greater efficiencies, enhanced productivity and encouraged innovation. While we made significant capital investments, we maintained a strong position in Net Working Capital and Free Operating Cash Flow. We also continued to invest in growth, including an aggregate quarry in Chonburi province, solar power projects in Saraburi province and new ready-mixed Plants in key tourist areas of Thailand.

Market Performance Highlights:

- Thailand: Financial performance improved significantly, driven by our 2023 - 2024 restructuring, public infrastructure spending and tourism recovery. We introduced low carbon products such as Green Globe Cement, INSEE Petch Ngarn Thang Luang and INSEE Dum High Early Strength, while successfully managing challenges like delayed government budget disbursements and weather disruptions.
- Vietnam: Despite an oversupplied market and strong competition, infrastructure investments supported cement demand. Our cost reduction and efficiency initiatives strengthened operations and improved overall performance.
- Sri Lanka: The market stabilized with lower inflation and a stronger rupee, boosting confidence. Although fiscal adjustments kept demand growth modest, our focus on cost efficiency ensured competitiveness.
- Bangladesh: Political unrest and an interim government delayed major projects, exacerbating market oversupply. While operational efficiencies improved, sales volumes were impacted by instability.
- Cambodia: Weakened consumer purchasing power shifted demand towards lower-cost materials, resulting in subdued growth.

Looking ahead to 2025, we are committed to expand our construction business with new products and solution, strengthen INSEE Ecocycle's regional capabilities to enhance sustainability, accelerate CO_2 reduction efforts to position SCCC as an industry leader in innovation and environmental responsibility.

Beyond business growth, we continue to cultivate a strong, people-focused culture where every team member contributes to our collective success. By nurturing exceptional leaders and a resilient talent pipeline, we are equipping SCCC to navigate future challenges and seize emerging opportunities.

We remain dedicated to creating long-term value for our shareholders, customers, business partners, employees and communities. Our customer-first approach is at the core of our strategy, driving brand awareness through tailored marketing, technical expertise and solution-based engagement programs to exceed expectations.

We are deeply grateful for the unwavering trust and support of the Board of Directors, customers, communities, employees and stakeholders. Your contributions are the foundation of our success and together, we will continue to build a strong and sustainable future.

Ranjan Sachdeva

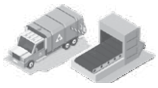
Executive Director and
Group Chief Executive Officer

Summary of Key Financial Information

Siam City Cement Public Company Limited and its subsidiaries are organized into segments based on their products and services and have six reportable segments[1] as follows:

Cement Segment
Produce and sell cement products. This segment includes units handling electricity generation from waste heat

Ready-mixed Concrete and Aggregates Segment
Produce and sell ready-mixed concrete and aggregates



Waste Management and Industrial Services Segment
Provide service of industrial waste disposal, alternative fuel and industrial cleaning service business

Light Building Materials Segment
Produce and sell dry-mixed mortar and tile adhesive products, fiber cement for wood replacement products, lightweight Autoclaved Aerated Concrete (AAC) blocks and panel

Energy Segment
Produce and sell fuel products comprise of coal and ethanol

Others
Provide information technology management and development service business and operate trading export cement and clinker, import and export mineral components and solid fuels

Revenue Structure[2]

Segment	2024		2023		2022	
	THB Million	%	THB Million	%	THB Million	%
Net sales						
Cement Segment	28,209	64	28,445	67	34,077	68
Ready-mixed Concrete and Aggregates Segment	6,951	16	7,235	17	6,400	13
Waste Management and Industrial Services Segment	1,583	4	1,093	3	1,138	2
Light Building Materials Segment	2,787	6	3,204	8	2,860	6
Energy Segment	4,241	10	-	-	-	-
Others	19	-	2,241	5	5,651	11
Total net sales	**43,790**	**100**	**42,218**	**100**	**50,126**	**100**

Remarks:

1. Management organized Business Portfolio of the Group into 4 segments as described in Section 2 Business Description and Portfolio
2. Which were eliminate upon consolidation

Steady earnings growth in 2024

Net sales and service income

43,790
THB Million

Net profit

5,388
THB Million

Earnings per share

18.08 THB

2022 2023 2024

Net sales and service income
THB Million

Total assets
THB Million

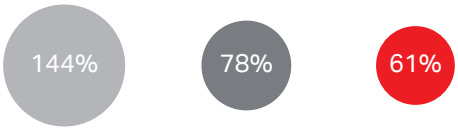
EBITDA
THB Million

Total shareholders' equity
THB Million

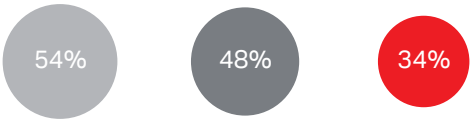
Net profit
THB Million

Earnings per share
THB

Dividend payout ratio on net profit



Gearing



Key Figures

	2024	2023	2022
Production Capacity (Million)			
Clinker (tons)	14.6	14.6	14.6
Cement (tons)	26.6	26.6	26.6
Mortar (tons)	0.8	0.8	0.8
Lamination (tons)	0.2	0.2	0.2
Aggregate (tons)	5.9	5.7	5.6
THB Million			
Net sales and service income	43,790	42,218	50,126
EBITDA	9,704	7,610	9,068
Net profit	5,388	2,682	1,857
Total assets	81,565	69,699	73,353
Total liabilities	38,796	35,851	38,851
Total shareholders' equity	42,769	33,848	34,502
Margin (%)			
EBITDA	22%	18%	18%
Net profit attributable to equity holders	12%	6%	4%
Financial Ratios			
Earnings per share (Baht)	18.08	9.00	6.23
Gross dividend per share (Baht)	11.00 [1]	7.00	9.00
Dividend payout ratio on net profit (%)	61%	78%	144%
Gearing (%)	34%	48%	54%
Total liabilities to total assets (%)	48%	51%	53%
Return on assets (%)	7%	4%	2%
Return on shareholders' equity (%)	14%	8%	5%

[1] Proposed by the Board of Directors meeting on 27 February 2025

Milestones

1969

Siam City Cement Company Limited was founded on 16 May 1969, with initial registered capital of THB 100 million

1972

Cement production started

1977

SCCC became a listed company on The Stock Exchange of Thailand

1981

SCCC was the first Thai cement producer to substitute imported bunker oil with lignite coal in the production process

1989

SCCC became the first cement producer in Southeast Asia to introduce a Waste Heat Recovery System in the production of electricity for its own production process

1993

Became a fully listed company and renamed "Siam City Cement Public Company Limited"

1999

Company restructuring was completed. Registered capital of THB 3 billion

2013-2014

The Company acquired Superblock Company Limited, lightweight concrete plant in Singburi Province and Prosperity Concrete Company in Ratchaburi Province

2015

Invested with a 40 percent stake in a joint venture, Chip Mong INSEE Cement Corporation in the Kingdom of Cambodia to build the most modern cement plant in the country

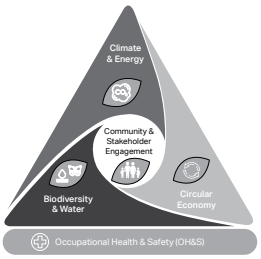
2016-2018

Cement Business Expansion in Bangladesh, Sri Lanka, Vietnam, asset acquisition in the industrial cleaning service business and forming the trading business

2019

50th Anniversary of Siam City Cement Public Company Limited

2021



Established "INSEE Sustainability Ambition 2030" and identified roadmaps to deliver our promises

2023

SCCC Group accelerated decarbonization of its products in Thailand, Vietnam and Sri Lanka

2024

Business portfolio restructured, Lanna Resources Public Company Limited become a subsidiary

Our Pride
Awards and Recognition

SET ESG Ratings of "AA" for the 2nd Consecutive Year
Awarded to Siam City Cement Public Company Limited,
by Stock Exchange of Thailand (SET)

ESG100 - List of Excellent Performance in Sustainable Development for the 4th Year
Awarded to Siam City Cement Public Company Limited,
By Thaipat Institute

"Full score 100" Annual General Meeting of Shareholders (AGM Checklist)
Awarded to Siam City Cement Public Company Limited,
by Thai Investors Association

A Certificate of Membership of Thai Private Sector Collective Action Against Corruption (CAC)
Certified to Siam City Cement Public Company Limited,
by Thai Institute of Directors Association (IOD)

"Excellent" Recognition Level of Corporate Governance of Thai Listed Companies for the 9th Consecutive Year
Awarded to Siam City Cement Public Company Limited,
by Thai Institute of Directors Association (IOD)

"ASEAN Asset Class" ASEAN Corporate Governance Scorecard
Awarded to Siam City Cement Public Company Limited,
by ASEAN Capital Markets Forum (ACMF)

Best Onboarding Suppliers in Business Network Award
Awarded to Siam City Cement Public Company Limited,
by SAP ISBN Thailand

Certify ISO20400 Sustainable Procurement Level 4 (Advance)
Certified to Siam City Cement Public Company Limited,
by SGS (Thailand) Limited

Certificate T-OSH Zero Accident Campaign, Hours of 404,339 - Bronze Level for the 3rd Consecutive Year
Certified to Siam City Cement Public Company Limited
(Surat Thani Distribution Center),
by Thailand Institute of Occupational Safety and Health (Public Organization)

Eco Factory for Waste Processor Award
Awarded to Siam City Cement Public Company Limited
(Saraburi Operations Plant 2 and Plant 3),
by The Federation of Thailand Industries

Green Industry Award Level 5 - Green Network
Awarded to Siam City Cement Public Company Limited
(Saraburi Operations Plant1, Plant 2 and Plant 3),
by Department of Industrial Works, Ministry of Industry

Green Industry Award Level 4 - Green Culture
Awarded to Siam City Cement Public Company Limited
(Saraburi Operations Limestone & Shale Mining and INSEE Mortar),
by Department of Industrial Works, Ministry of Industry

Certificate of FTI Standard - Made in Thailand (Cement Products)
Bag Cement: INSEE Petch Plus, INSEE Dang, INSEE Poon Keaw, INSEE Tong, INSEE Petch, INSEE Dum, INSEE Super, Blue Globe Cement and Green Globe Cement
Bulk Cement: INSEE Petch, INSEE Dum, INSEE Petch Easy Flow, INSEE Petch Quick Cast, INSEE Petch CPM and INSEE Petch Ngarn Thang Luang
Certified to Siam City Cement Public Company Limited,
by The Federation of Thailand Industries

CSR-DPIM Continuous Award 2023
Mining Category
Awarded to Siam City Cement Public Company Limited
(Saraburi Operations and Suphanburi Mining),
Crushing Plant Category
Awarded to Siam City Concrete Company Limited (Suphanburi Crushing Plant),
by Department of Primary Industries and Mines, Ministry of Industry

Green Mining Continuous Award 2024
Mining Category
Awarded to Siam City Cement Public Company Limited
(Saraburi Operations and Suphanburi Mining),
Crushing Plant Category
Awarded to Siam City Concrete Company Limited (Suphanburi Crushing Plant),
by Department of Primary Industries and Mines, Ministry of Industry

Green Label Thailand Certificate
Certified to Conwood Company Limited,
by Thailand Environment Institute (TEI)

CSR-DIW Award 2024
Certified to Siam City Cement Public Company Limited (INSEE Mortar Plant),
by Ministry of Industry (MOI)

SX TCSN Sustainability Award
Awarded to INSEE Ecocycle Company Limited,
by Thailand Supply Chain Network

PTTGC Safety Partnership Award
Awarded to INSEE Ecocycle Company Limited,
by PTT Global Chemical Public Company Limited

ESG Supplier Awards 2023
Awarded to INSEE Ecocycle Company Limited,
by Posco-Thainox Public Company Limited

Top 10 Building Material Reputation Award
Awarded to Siam City Cement (Vietnam) Limited,
by Vietnam Report

Green Industry Awards 2024 - Gold Award
Awarded to INSEE Ecocycle Lanka (Private) Limited,
by The Industrial Development Board of Sri Lanka

Green Industry Awards 2024 - Silver and Bronze Awards
Awarded to Siam City Cement (Lanka) Limited,
by The Industrial Development Board of Sri Lanka

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Business Description and Portfolio

Business Growth and Development Plan

Despite global uncertainties, the Asia Pacific (APAC) region remains the world's largest and fastest-growing cement market, fueled by rapid urbanization, infrastructure development and a rising demand for sustainable construction solutions. With government infrastructure projects, real estate expansion and environmental regulations serving as key market drivers, SCCC Group is well-positioned to leverage these opportunities by prioritizing strategic growth, operational efficiency and sustainability.
The following outlines our approach to navigating global volatility and achieving market leadership in the APAC building materials industry. Our key focus areas include:

- **Continue Focusing on Customer Centricity and Strategic Partnerships:** SCCC Group is committed to build long-term relationships with key stakeholders, including governments, real estate developers and large infrastructure companies. By doing so, we can enhance our value propositions and secure a steady stream of large-scale contracts, particularly in high-growth regions. Our approach prioritizes strong customer relationships, delivering customized solutions and providing value-added services like technical support.

- **Cost Leadership & Operational Excellence:** Streamline operations by implementing strategic project FIT+ for the Group in order to generate demand, grow topline, reduce wastage and continuously optimize production processes. We believe that a continuous improvement culture will help achieve higher output with lower operational costs.

- **Continue Driving Sustainability Ambition:** To advance the Group's Environmental, Social and Governance (ESG) agenda, the Group is focused on developing environmentally friendly products. We have accelerated efforts to enhance energy efficiency in production processes, substitute traditional fuels with alternative options and invest in low-carbon cement products. As a leader in sustainability, we are responding to regulatory pressures and the growing demand for responsible building materials. We actively pursue opportunities to integrate sustainability principles throughout every element of our value chain.

- **Continue Strengthening the Talent Bench and Succession Pipeline:** As part of our growth strategy and development plan, the Group recognizes that our people are essential to driving operational excellence and ensuring long-term sustainability. We continue to strengthen our talent pool and succession pipeline to secure the leadership, technical skills and expertise needed to meet the evolving challenges of the cement industry in the Asia Pacific region.

In summary, the Group is committed to driving sustainable growth and maintaining market leadership in the APAC cement industry.
By focusing on value-added products and services, sustainability, operational excellence and strategic partnerships, we will position ourselves as the partner of choice.

Group Business Portfolio

The Group's business portfolio is organized into four key segments: 1) Cement, Ready-mixed Concrete and Aggregates 2) Waste Management and Industrial Services 3) Light Building Materials (LBM) and 4) Energy. These operations span across Thailand, Vietnam, Sri Lanka, Bangladesh, Cambodia and Indonesia.

Cement, Ready-mixed Concrete and Aggregates Segment

Cement Business

Siam City Cement Group has been producing and distributing cement products for more than 55 years and continuing to be a leading producer and distributor of high-quality cement products, using modern production technology to fulfill customers' needs. At present, the Group is actively involved in cement production and distribution in Thailand and several countries across Southeast and South Asia. The Cement Business Segment currently consists of:

Thailand - Siam City Cement Public Company Limited or SCCC

Vietnam - Siam City Cement (Vietnam) Limited or SCCVN or INSEE Vietnam

Sri Lanka - Siam City Cement (Lanka) Limited or SCCLK or INSEE Lanka

Bangladesh - Siam City Cement (Bangladesh) Limited or SCCBD or INSEE Bangladesh

Cambodia - Chip Mong INSEE Cement Corporation or CMIC

1. **Characteristics of Products or Services and Business Innovation**

The Group currently offers four major types of cement products under various brands in each market.

Portland Cement

Portland Cement is specifically developed for the reliable production of ready-mixed concrete, high-quality concrete tiles and other concrete products.

Hydraulic Cement

Hydraulic Cement is Portland Composite Cement that is better for the environment.

Mixed Cement

Mixed Cement is formulated almost exclusively for plastering and bricklaying works.

Masonry Cement

Masonry Cement is used for fine plastering work that demands extremely smooth finishing.

Additionally, portland cement, hydraulic cement and mixed cement are exported to Laos, Myanmar and Cambodia under different brands in each country.

Sustainability goals, particularly reducing the Group's Carbon Footprint, remain the primary focus of Group's product development strategy. As part of the shift from conventional portland cement to low-carbon hydraulic cement, the Group has successfully converted over 8 percent of its structural cement portfolio into hydraulic cement resulting in a reduction of CO_2 emissions by 562 $kgCO_2$ per ton cementitious or 6.8 percent when compared to 2023.

As part of the shift from conventional portland cement to low-carbon hydraulic cement, the Group has successfully converted over 8 percent of its structural cement portfolio into hydraulic cement resulting in a reduction of CO_2 emissions by 562 $kgCO_2$ per ton cementitious or 6.8 percent when compared to 2023.

Group's Product development has played a crucial role in driving sustainable construction solutions and the Group's low carbon aspirations. Several products developed under the green cement initiative have already been successfully launched:

INSEE Petch CPM: This is a high-quality hydraulic cement product suitable for customers with dual ready-mixed and concrete product manufacturing in their plants.

INSEE Petch Ngarn Thang Luang: With one of the lowest carbon footprints among hydraulic cement available on the Thai market, the product is designed specifically to address road base/ subbase applications.

INSEE Dum HES: The low carbon, high-early strength cement is designed to replace conventional Portland cement Type-III, typically used in professional precast and Concrete Product Manufacturing (CPM) plants.

Blue Globe and Green Globe: These are a low carbon hydraulic cement and mixed cement for specific modern-channel segments.

The Group also continues improving the carbon footprint performance of existing cement by utilizing advanced chemical enhancement technology and suitable manufacturing systems. This achievement can be seen in the overall Clinker Factor of our cement products.

The Group also continues improving the carbon footprint performance of existing cement by utilizing advanced chemical enhancement technology and suitable manufacturing systems. This achievement can be seen in the overall Clinker Factor of our cement products.

In Thailand, SCCC continues actively engaging the Thai Cement Manufacturers Association (TCMA) to drive decarbonization towards the cement and concrete industry's net zero target of 2050. Low carbon cement and hydraulic cement conversion are two of the major focus areas.

The Company's goal is to unlock its full potential and strengthen its environmental management system to meet industry standard and gain recognition. By joining the Global Cement and Concrete Association (GCCA), the Company incorporates international standards from this organization, integrating these principles into its sustainability objectives and commitments.

Information Disclosure for Products and Services

SCCC has adopted a product disclosure policy as practical guidance to prevent possible damage incurred from the incorrect disclosure of information. This policy covers significant information about INSEE products, including key features, weight, work manual, manufacturer and suggestions on product labels and the Company website.

2. Marketing and Competition

Marketing

To achieve its overarching goal of maximizing customer satisfaction, the Group aims to foster strong, sustainable relationships. We are dedicated to delivering high-quality products, services and creating solutions that address customer needs effectively. Clear communication of this commitment to both existing and potential customers remains a cornerstone of its marketing strategy.

Although these activities vary by market, they are unified in their goal of strengthening the Group's brand to attract and retain customers.

SCCC Thailand introduced several marketing initiatives to deepen product knowledge, raise awareness of value-added propositions, strengthen customer relationships and foster customer loyalty. Key highlights include:

Technical Services & Brand Pull

The Company regularly conducts training programs to enhance skills and work techniques with the aim of fostering greater understanding. This includes offering guidance and practical strategies to achieve maximum operational efficiency.

Additionally, the Company has developed strategic plans to create added value for its customers and business partners, including various activities such as product demonstration events, customer visits by the management team and support services for customers' concrete product manufacturing units.

These services include a specialized team dedicated to inspecting and maintaining machinery, overseeing silo and production control systems, inspecting electrical systems, providing legal and regulatory consultation and offering advice on safety and ensuring alignment with environmental compliance in concrete production facilities.

To better understand how customers respond to the brand, the Company employs both the Net Promoter Score (NPS), which gauges how likely customers are to recommend products and services to others and the Customer Satisfaction Index (CSI), an essential tool that captures the overall happiness and satisfaction of customers with SCCC offerings.

In 2024, the NPS score for SCCC Group in Thailand stood at 86.7 percent, above our target at 80 percent and the CSI score of the SCCC Group in Thailand stood at an impressive 93.7 percent, which was above our target at 90 percent. Both scores were above set targets and showcase the Group Companies in Thailand's dedication to provide exceptional service.

	Result (%)	Target (%)
NPS	86.7	80
CSI	93.7	90

In Vietnam, the Group seeks to maintain a market-leading position through marketing efforts designed to build improved awareness of the wide-ranging value SCCVN products and services offer. One such initiative launched in 2024 was the i2i Green Service which empowers customers to achieve significant carbon reductions, comply with green building standards, enhance product competitiveness and gain a competitive edge through tools and certifications.

SCCVN implemented targeted marketing programs aimed at the Manufacturer and Builder (M&B) segment, focusing on clear communication of each product's distinct value. These initiatives aimed to strengthen understanding of product features, positioning SCCVN as a value-adding partner within the industry and securing direct access to contractors and developers.

Marketing efforts in Sri Lanka are supported by the fact INSEE SANSTHA is recognized as the country's oldest cement brand. A source of pride for INSEE SANSTHA is the constant recognition it receives. For the fourth consecutive year, it was honored as one of Sri Lanka's 100 Most Loved Brands per LMD's Brands Annual ranking. INSEE SANSTHA has won the SLIM Kantar People's Construction and Housing Brand of the Year award for 13 consecutive years as well.

A fundamental tenet of SCCBD's marketing revolves around creating a premium, personalized experience that goes beyond selling products and seeks to foster long-term relationships. The Company has recently embraced a sustainability-focused approach in its marketing outreach, emphasizing green construction and environmental responsibility. Branding and promotional activities are centered around concepts like Environmental Product Declarations (EPDs) and promote SCCBD's commitment to eco-friendly solutions.

In Cambodia, a comprehensive commercial strategy and effective execution being implemented to help bolster depletion at retail level and mitigate commercial risk as consumer demand gravitates toward a price conscious choice to lower spending.

Sales & Distribution

SCCC's distribution channels in Thailand cover both domestic and international markets. It has authorized distributors nationwide with partners responsible for distribution into and within neighboring countries. Cement destined for Laos, Myanmar and Cambodia accounted for approximately 8-10 percent of last year's domestic cement volume and is primarily focused on wholesale and project sales.

The Company also maintains direct sales channels targeting professional segments, including ready-mixed concrete producers, concrete product manufacturers, government and private projects, developers and contractors.

Beyond this, SCCC Thailand is dedicated to expand distribution through emerging channels. Research continues how evolving consumer expectations, new business models and artificial intelligence technologies will shape distribution in both the short and long term. The Company's goals include analyzing and predicting future changes, strengthening distribution networks and improving competitiveness through investments or partnerships across wholesale, retail, professional production and online platforms.

Beyond this, SCCC Thailand is dedicated to expand distribution through emerging channels. Research continues how evolving consumer expectations, new business models and artificial intelligence technologies will shape distribution in both the short and long term.

SCCC supports franchise growth by streamlining operational processes and incorporating efficient design principles to enhance performance across all stages. With a growing network of franchise partners, the Company is positioned to better meet diverse customer needs across various sectors. This expansion has elevated product and service standards while enhancing safety and competitiveness in Thailand's construction industry.

In Vietnam, SCCVN has expanded its sales efforts to target more profitable sub-segments and expand the customers base to solidify its market-leading position. The key objective is to secure a bag market share of over 28 percent and bulk market share of more than 23 percent. Initiatives are underway to protect and grow sales in traditional markets, such as Ho Chi Minh City and the Mekong sub-regions. Meanwhile, SCCVN continues to adjust pricing strategies to reflect market dynamics while maintaining healthy profit margins.

Approximately 77 percent of SCCLK's domestic sales are generated within the wholesale segment with the remaining 23 percent from the B2B segment. A significant accomplishment has been the launch of the Nawa Niwasa mobile app which streamlines online ordering by connecting customers with dealers nationwide. Another innovation, INSEE PRO, an online sales order and delivery management system, is another new tool. This tool allows distributors to create and manage sales orders, track payments and access reports efficiently. Together, these tools reduce manual processes, increase efficiency and are expected to enhance SCCLK's sales and distribution performance.

In Bangladesh, SCCBD's sales were predominately generated from the wholesale segment, accounted for 82 percent of total sales including the export sales, a key focus area for business growth, with an additional nearly 18 percent came from the B2B activities. SCCBD remains focused on boosting customer satisfaction, establishing strong partnerships and exploring new channels to expand its customer base. Hydraulic cement accounts for approximately 95 percent of annual sales in Bangladesh reflecting the high demand and market alignment with low carbon cement products.

CMIC distributes its cement to retail consumers via wholesalers and a nationwide retailer network. The industrial segment distribution is direct to cement-based construction materials manufacturers, property developers and contractors.

Competition

Thailand's cement industry faced a contraction in 2024, primarily due to delayed government budget disbursements. These delays slowed down the progress of key infrastructure projects, resulting in reduced demand for cement in the year's first half. However, as budget disbursements picked up in the second half, the situation showed improvement. Infrastructure investment resumed, stimulating other economic activities and helping to stabilize demand within the construction and cement sectors.

Unpredictable weather, especially in Thailand's northern and northeastern regions, has caused flooding that delayed construction activities and hindered cement demand. This environmental volatility adds another layer of unpredictability for

the industry, already facing the challenges of fluctuating energy and raw material costs adding pressure to maintain cost-effectiveness and profitability in a competitive market.

Thailand's cement industry is expected to see improved growth in 2025, but the scale of this will depend on several factors. Public investment in infrastructure projects will serve as the primary driver. The recovery of domestic demand and government economic stimulus and incentives may also support recovery of domestic demand, boosting the industry's expansion and overall market confidence. However, challenges persist, including a sluggish real estate sector, which faces slower growth due to rising development costs, high interest rates and land prices.

In Vietnam, domestic cement consumption has seen a slight increase year-over-year, though market challenges persist due to a surplus and intensified competition. Despite these obstacles, indicators suggest a positive turn could come in 2025 as the construction sector recovers, potentially driven by government infrastructure projects and improved economic conditions.

In Sri Lanka, the cement market experienced a modest demand increase, due to factors like lower inflation, the appreciation of the rupee and decreased bank interest rates. Despite these positive trends, demand still lags behind expectations, likely due to lingering economic uncertainties and market adjustments.

Price competition in Sri Lanka's cement market has intensified, making it highly price-sensitive. In response, companies have been lowering prices to retain market share amidst these pressures. Despite these challenges, SCCLK recorded a year-on-year volume growth of 17 percent though the Company's average prices remain below the budgeted levels.

Overall, the cement industry in Sri Lanka continues to face significant challenges due to persistent oversupply. Low demand coupled with intense competition among the market's key players has contributed to this situation. Only 34 percent of the industry's capacity is currently being utilized, leaving 66 percent as excess capacity. This imbalance has heightened competition, placing considerable pressure on both prices and profit margins.

Bangladesh's cement industry produces approximately 83 million tons annually, exceeding current demand by over 100 percent, resulting in intense market competition. The situation was further strained in 2024 by unexpected political unrest and the installation of an interim government, which delayed public and private construction projects.

The outlook remains uncertain until a definitive election timeline is announced. However, in the long term, cement demand is expected to recover, driven by Bangladesh's rapid urbanization once political stability is achieve.

In Cambodia, five cement manufacturers continue to operate, creating intense competition within the market. Additionally, a new cement plant is expected to begin operations in Q1 2025, which will intensify the current oversupply issue. Conversely, consumer purchasing power in Cambodia has weakened due to the prolonged economic downturn. As a result, demand has

shifted towards more affordable cement options, with budget-conscious consumers increasingly favoring lower-end products. This shift has led to a decline in domestic cement prices as manufacturers adapt to the growing popularity of cost-effective options.

3. Procurement of Products or Services

The Group's cement production capacity stands at 26.6 million tons, achieved through integrated cement plants in Thailand, Vietnam, Sri Lanka and Cambodia, along with a cement grinding plant in Bangladesh. Equipped with modern production technology and a robust quality management system, the Group ensures that its clinker and cement products consistently meet customer requirement.

Countries	Cement Production Capacity (million tons/year)
Thailand	16
Vietnam	5.2
Sri Lanka	2.7
Bangladesh	0.5
Cambodia	2.2
Total	**26.6**

The Group maintains a strong focus on Green Procurement to ensure that all goods and services are procured through a standardized process and meet high standards of environmental and social responsibility.

The Group continually focuses on achieving greater efficiency in performance and cost via green alternatives. These efforts include the utilization of fossil fuel energy substitutes, clinker alternative raw materials, waste products and equipment and machinery that have lower energy input to required output ratios.

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The Group has a supplier management process to address key factors in supplier evaluation, selection and performance management when procuring goods or services. This process is continually evolving and now includes criteria based on significant elements of ESG (Environmental, Social and Governance) guidelines. The goal of Green Procurement is to strike an optimal balance between cost efficiency and long-term environmental responsibility.

The Group strategically sources key raw materials, including limestone, shale, clay, gypsum, copper slag, kraft paper, jumbo bags and WPP plastic bags to enhance cost efficiency. Currently, 36 percent of raw materials are sourced domestically, with the remainder imported from overseas. The Group maintains a diversified supplier base to mitigate supplier concentration risk for both raw materials and fuel, ensuring operational resilience and stability in the supply chain.

In Vietnam, SCCVN Procurement SMART Categories allow for developing targeted strategies to best procure goods and services. Procurement contributed cumulative savings of USD 7.2 million in 2024. Savings were realized through the purchase cost of coal, rice husk and other raw materials through negotiations on delivered price, payment terms and quantity and quality test penalties.

In Sri Lanka, calcite, dolomite and laterite are locally sourced as part of a commitment to supporting regional resources and minimizing the Company's environmental footprint. Specific raw materials are imported from Indonesia, India, Pakistan, Oman, UAE, Malaysia, Thailand and Japan. The SCCLK procurement team manages sourcing activities for imported bulk materials in close collaboration with Group companies. This collaborative approach provides a reliable supply chain but also upholds an unwavering commitment to delivering high-quality cement products to meet the evolving needs of customers.

SCCBD manages the procurement of all essential raw materials for cement manufacturing, including imported clinker, gypsum, limestone, slag and fly ash, while also sourcing a portion of limestone domestically. The Company collaborates closely with SCCC, sourcing additional clinker from Thailand, which accounts for approximately 63 percent of the total clinker requirement for 2024.

In Cambodia, Limestone reserves for CMIC are supplied from a quarry through a long-term concession agreement, ensuring a stable supply for production. Whenever feasible, other raw materials are locally sourced to optimize cost efficiency. To maintain reliable support for operations, coal and certain essential materials are imported. CMIC has implemented a bidding process to promote transparency and encourage open competition among qualified vendors and business partners.

In summary, the Group is committed to sustainable development principles, prioritizing responsible resource use, energy efficiency, greenhouse gas reduction and environmental protection. Community feedback is integral to this approach, helping to build stronger connections and support sustainable goals in both procurement and production activities.

4. **Pending project with value 10 percent or more of income**

   -none-

Ready-mixed Concrete and Aggregates Business

Siam City Concrete Company Limited

Siam City Concrete Company Limited (SCCO) is a leading provider of ready-mixed concrete and aggregates solutions, continuously evolving to meet the needs of the Thailand construction sector. In 2024, SCCO achieved two significant milestones. First, INSEE Concrete strategically expanded both its own and franchise networks, broadening access to its products and services. Second, INSEE Aggregates launched SANDTEC, a sustainable alternative to traditional sand. These initiatives enhanced market reach, strengthened the INSEE brand and reinforced SCCO's commitment to customer-centric and sustainable construction practices. This focus on innovation and operational excellence will drive continued success and deliver value to stakeholders.

1. **Characteristics of Products or Services and Business Innovation**

SCCO, a leading provider of building materials in Thailand, continues to strengthen its position as a trusted partner to the construction industry. SCCO delivers high-performance, innovative and sustainable solutions that drive efficiency and meet the evolving needs of diverse construction sectors, solidifying its position as a regional building materials leader.

Product Portfolio and Customer-Centric Approach

SCCO's commitment to customer centricity is reflected in its comprehensive product portfolio, which caters to a wide range of construction needs. SCCO produces and delivers:

Ready-mixed Concrete: INSEE Concrete, a business unit of SCCO, is a leading force in Thailand's ready-mixed concrete market. Driven by a commitment to corporate sustainability, INSEE Concrete prioritizes the production of high-performance concrete solutions, including:

- **Standard Concrete** Meeting basic construction needs with consistent quality.
- **Specific Performance Concrete** Engineered to meet specific requirements such as durability, strength and resistance to environmental conditions.
- **Highly Specialized Technical Concrete** Developed for complex projects demanding advanced technical expertise.

High-Performance Aggregates: INSEE Aggregates is a leading provider of high-performance aggregates, rock and sand, essential for infrastructure, residential and commercial projects. The Company prioritizes meeting customer demands with superior product quality along with specialized product specifications and services. This customer-centric approach is central to its market leadership strategy.

Driving Business Innovation Through Product and Business Development

SCCO is dedicated to product development and innovation, constantly seeking ways to enhance its offerings and deliver sustainable construction solutions to the market.

INSEE Concrete's growth strategy includes expanding its reach through franchise partnerships across Thailand. The Company is also actively building expertise in the growing Concrete Product Manufacturers (CPM) sector, offering tailored solutions, including mix design optimization, distribution channel support and on-site batching solutions.

A key 2024 innovation from INSEE Aggregates is the introduction of Genuine Manufactured Sand, branded as “SANDTEC”. This innovative product, developed through rigorous development and testing, offers a superior alternative to natural sand in concrete applications. SANDTEC provides enhanced quality in terms of shape, gradation and consistency, resulting in concrete strength.

Furthermore, it aligns with resource efficiency goals by reducing reliance on natural sand resources, preserving valuable agricultural land and minimizing environmental impact. This product innovation is expected to contribute significantly to business growth opportunities and strengthen INSEE Aggregates' position as a regional building materials leader.

2. Marketing and Competition

The 2024 Thai construction market presented a mixed landscape. While government infrastructure projects promised growth, delays in budget disbursement impacted activity in the first half of the year. The residential sector experienced a slowdown, particularly in the low-to-medium segment, due to high household debt and developer backlogs. However, the Eastern Economic Corridor (EEC) continued to attract industrial development, presenting significant opportunities. The rebounding tourism sector also fueled growth in commercial and residential projects in key areas like Phuket province. Overall, the outlook remains cautiously optimistic, dependent on government policies and global economic conditions.

INSEE Concrete is a key supplier of high-quality ready-mixed concrete for government infrastructure projects, including the Thai-Chinese High-Speed Railway contracts 3-3 and 4-7.
The Company will serve more extension contracts in future phases of this project.

INSEE Concrete's extensive nationwide network of RMX Plants, both direct and franchised, caters to all sectors, from small retail to large-scale infrastructure projects. High production and logistics efficiency coupled with innovative technical solutions had allowed INSEE to maintain a competitive edge and maximize profitability. Leveraging multiple channels, including direct sales, agency partnerships, collaborations with large contractors/developers and online platforms, INSEE ensures broad market coverage and access to diverse customer segments.

INSEE Concrete continued to build on its commitment to sustainability by strengthening INSEE Concrete's brand reputation and attracting clients who prioritize environmentally responsible practices. This focus, combined with active customer collaboration, positions the Company as a reliable long-term partner.

INSEE Aggregates employs a customer-centric approach, tailoring its marketing priorities to the specific needs of key customer segments: Ready-mixed Concrete (RMX), Concrete Product Manufacturers (CPM) and Road Construction Industries (RDC). For RMX and CPM customers who prioritize technical service, cost-effective solutions and premium quality products, INSEE Aggregates offers technical solutions and personalized consultations with an expert team. The value proposition for this segment emphasizes consistent product quality and availability, technical solution expertise and reliable supply. For RDC customers, the focus is on high-volume availability. The majority of customers are located in Bangkok and its vicinity.

INSEE Aggregates primarily utilizes direct sales channels to reach its customer base. A robust supply chain management system ensures a reliable and consistent supply of high-quality aggregates.

The aggregates market in Thailand is highly competitive and fragmented. INSEE Aggregates differentiates itself through superior product quality, a commitment to sustainable practices, strong brand recognition and a robust distribution network. The aggregate quarry expansion at Chonburi province is planned for commercial operation in 2026. A project study of Saraburi hard-rock reserves is currently underway.

INSEE Aggregates provides high-performance materials to leading precast concrete manufacturers serving major residential developers, such as Pruksa Holding and Quality House. Additionally, INSEE Aggregates supplies its quality products to Department of Highways projects in Suphanburi, Nakhon Pathom and Nonthaburi provinces.

The overall outlook in 2025 is cautiously optimistic, with a view to some recovery in residential and commercial sectors but remaining largely dependent on the major projects and infrastructure investment. SCCO continues to target key government projects such as airports, seaports, rail-motorways and MRT extensions. Moreover, the Company anticipates emerging opportunities within the industrial and commercial segments due to the growth of foreign direct investment (FDI), especially within the EEC. The uncertainty arising from global tensions will continue to impact to energy costs, requiring an ongoing focus on cost optimization, while prices will remain under some pressure due to aggressive market competition.

3. Procurement of Products or Services

SCCO is committed to sustainable procurement practices, incorporating resource efficiency, environmental compliance and circular economy principles throughout its operations.
This commitment aligns with the Group Company's broader ESG and Sustainable Ambition 2030 goals.

SCCO leverages centralized procurement, managed by Siam City Cement Public Company Limited (SCCC), to maximize cost-efficiency and ensure a reliable supply of essential resources. This strategic approach enhances supply chain management efficiency and contributes to overall financial sustainability. SCCO is committed to sustainable practices and incorporates green procurement principles in its sourcing activities. These initiatives contribute to broader environmental goals and align with the commitment to resource efficiency and minimizing environmental impact.

INSEE Concrete benefits from access to low-carbon cement like INSEE Petch Easy Flow to reduce the overall environmental impact of cement production and aligns with SCCC Group's commitment to sustainable construction.

INSEE Concrete operates multiple strategically located facilities across Thailand with a combined annual capacity of 4.4 million cubic meters.

INSEE Aggregates maintains four active sites, including a high-capacity, hard-rock quarry in Suphanburi province and sand operations in Ayutthaya, Angthong and Ratchaburi provinces. The Suphanburi quarry is the primary production facility for aggregates with a current annual capacity of 5.3 million tons, including premium aggregate, road-base, crushed rock fines, and SANDTEC. The sand operations have a combined annual capacity of 0.6 million tons. INSEE Aggregates also holds significant undeveloped quarry reserves in Chonburi and Saraburi provinces. These are poised for future expansion to support long-term growth.

4. Pending project with value 10 percent or more of income

-none-

Waste Management and Industrial Services Segment

INSEE Ecocycle Company Limited

INSEE Ecocycle is dedicated to being a leader in environmental solutions by delivering sustainable waste management and industrial services to a broad range of industries. Our mission is to support customers and partners in minimizing their environmental impact, achieving sustainability goals and advancing the shift towards a circular economy. As a trusted "Partner in Sustainability," we continuously innovate and implement new initiatives to help our clients meet their sustainability targets.

Our mission is to support customers and partners in minimizing their environmental impact, achieving sustainability goals and advancing the shift towards a circular economy.

INSEE Ecocycle is a wholly owned subsidiary of Siam City Cement Group in Thailand. In South and Southeast Asia, we have a subsidiary in Sri Lanka as well as business units in Vietnam and Cambodia. INSEE Ecocycle Lanka (Private) Limited is a wholly-owned subsidiary of Siam City Cement (Lanka) Limited in Sri Lanka. INSEE Ecocycle Vietnam is a business unit of Siam City Cement (Vietnam) Limited in Vietnam. In Cambodia, Chip Mong Ecocycle is a business unit under the local joint venture company Chip Mong INSEE Cement Corporation.

1. **Characteristics of Products or Services and Business Innovation**

INSEE Ecocycle is a leader in sustainable waste management and industrial services in Thailand. Our core waste management solution utilizes co-processing technology, to safely treat waste as an alternative fuel and raw material in cement kilns. This process replaces traditional fossil fuels like coal, significantly reducing net carbon emissions. Through co-processing, both hazardous and non-hazardous waste are safely treated at high temperatures, leaving no residual ash and achieving zero waste to landfill.

To address growing waste challenges, INSEE Ecocycle has pioneered energy recovery from Municipal Solid Waste (MSW), including mining dumpsites for combustible materials like plastic to produce Refuse-Derived Fuel (RDF). This approach recovers resources, extends landfill lifespans and prevents plastic waste leakage into oceans and water sources.

Beyond waste management, INSEE Ecocycle provides a wide range of industrial services, including ultra-high-pressure water jetting, decontamination, tank cleaning, pipeline commissioning and catalyst handling. One of our innovative solutions, robotic tank cleaning, uses crawler robots to clean confined spaces safely.

Regionally, in Sri Lanka, Vietnam and Cambodia, INSEE Ecocycle has expanded its portfolio to include a comprehensive range of waste management and industrial services across various sectors. This regional presence strengthens our ability to support industries in managing waste sustainably and advancing the transition towards a circular economy.

Sri Lanka: INSEE Ecocycle Lanka (Private) Limited has significantly expanded its offerings to include co-processing, resource recovery, pyrolysis, analytical services, municipal solid waste (MSW) management and industrial cleaning. A major focus is on resource recovery, particularly from post-consumer products in the FMCG sector, in full alignment with the country's growing focus on Environmental, Social and Governance (ESG) principles and Circular Economy practices. The Company has developed resource recovery centers and established partnerships with fast-moving consumer goods (FMCG) companies as a Producer Responsibility Organization (PRO), reinforcing a commitment to sustainable waste management. In 2024, INSEE Ecocycle reached a very important milestone in our innovative Municipal Solid Waste Management project. INSEE Ecocycle expanded the MSW waste collection efforts beyond 1500 MT per month by working with more than 100 local councils across the island.

Vietnam: INSEE Ecocycle Vietnam has broadened its services to include recycling, composting, industrial cleaning, confidential document destruction, emergency response, fumigation, and other on-site waste management solutions. Since 2011, the Company has been recognized

for its expertise in managing PCB-contaminated oil, having treated an accumulated total of 308.795 tons and successfully handling 890 kg of HCFC in 2024. The Company also provides a variety of industrial services, including secured destruction, on-site waste management and emergency response.

Cambodia: Chip Mong Ecocycle is a pioneer in waste co-processing in Cambodia, offering sustainable waste management solutions across the country. The Company has built a strong reputation by promoting environmentally responsible practices and collaborating with local industries and authorities to address Cambodia's waste management challenges.

Across all three countries, INSEE Ecocycle remains at the forefront of innovation, driving the global shift toward sustainable and circular economies. With a focus on resource recovery, environmental safety and operational efficiency, INSEE Ecocycle continues to lead in providing integrated solutions that enable industries to manage waste responsibly while minimizing environmental impact. Through technological advancements, strategic partnerships and a commitment to ESG principles, the Company plays a vital role in shaping the future of waste management across South and Southeast Asia.

INSEE Ecocycle focuses on resource recovery, environmental safety and operational efficiency, the Company continues to lead in providing integrated solutions that enable industries to manage waste responsibly while minimizing environmental impact.

2. Marketing and Competition

The shift toward a Circular Economy is becoming a priority for companies, particularly in resource-intensive sectors like manufacturing. In Thailand, major corporations are increasingly integrating Circular Economy principles into their sustainability strategies, focusing on minimizing waste and transforming it into valuable resources. By adopting advanced technologies, businesses are not only reducing waste but also finding ways to reuse or repurpose it through recycling, upcycling, or waste-to-energy processes. This approach not only helps cut waste but also reintegrates it into production cycles, contributing to more sustainable business models. In an evolving market landscape where competition is intensifying, waste management companies that offer comprehensive solutions are gaining a competitive edge. Those capable of handling a diverse range of complex waste streams, particularly difficult-to-manage waste, have a distinct advantage. As demand grows for circular solutions in areas like recycling, resource recovery and upcycling, companies with expertise in these areas are seizing new opportunities.

In the competitive landscape, INSEE Ecocycle demonstrates notable strengths, including robust customer relationships, strict regulatory compliance and diverse processing capabilities, primarily through kiln-based solutions. To sustain further growth, INSEE Ecocycle is expanding its waste processing methods and service coverage while refining its environmental sustainability solutions to meet diverse customer requirements. The Company continues to offer high-quality one-stop and on-site services tailored to various industries. Additionally, the new Notification of the Ministry of Industry on the Management of Waste or Unused Materials B.E. 2566 (2023), which extends the liability of Waste Generators (WG), presents an opportunity for business growth and alignment with evolving market needs.

In the Municipal Solid Waste (MSW) to RDF market, Thailand generates approximately 25–30 million tons of municipal waste annually. With limited RDF production capacity and abundant MSW available for processing, INSEE Ecocycle is well-positioned to capitalize on this significant growth opportunity while driving sustainable waste management.

For Industrial Services in Thailand, our primary customers are in the oil & gas, petrochemical and power generation sectors. These industries require comprehensive industrial cleaning services for operational assets across their entire lifecycle—from pre-commissioning and maintenance to decommissioning. This year, we secured and sustained our market share in decontamination and turnaround projects within the petrochemical and oil & gas sectors, focusing on high-value projects requiring specialized skills and expertise.

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The Southeast Asia industrial service market is poised for significant growth, driven by regional initiatives reshaping the energy landscape and positioning the region as a key player in global energy demands. In Thailand, increasing energy production, refining capacity and distribution capabilities, along with a shift from coal-based to gas-based energy and rising natural gas consumption, present substantial opportunities. Leveraging its strong market position, INSEE Ecocycle aims to capitalize on these trends as a foundation for regional expansion. The Company is a leader in Thailand's industrial cleaning services market, supported by a skilled workforce and extensive expertise in chemical cleaning, robotic tank cleaning and decontamination services.

To strengthen its presence, INSEE Ecocycle is enhancing its offerings in Thailand by adopting cutting-edge technologies and expanding its decommissioning services. For overseas markets, the Company plans to penetrate new territories by focusing on specialized services such as pre-commissioning chemical cleaning and advanced tank cleaning solutions. These initiatives position INSEE Ecocycle to drive sustainable growth and expand its footprint across the Southeast Asia industrial services market.

INSEE Ecocycle in Vietnam has been offering sustainable waste management solutions through co-processing since 2007. This process replaces approximately 43 percent of fossil fuels with waste-derived alternative fuels and provides a highly efficient, safe method for managing diverse waste types, including hazardous waste like solvents, sludge and pesticides, as well as non-hazardous materials like copper slag, footwear, FMCG products and plastic.

In Sri Lanka, the focus on Circular Economy practices and ESG principles is gaining momentum, particularly in the FMCG and manufacturing sectors. Businesses are increasingly prioritizing responsible waste management, including resource recovery and post-consumer product disposal, often facilitated by PROs. This shift, coupled with emerging foreign and local funds supporting sustainability, is driving competition within the waste management sector. Strengthened environmental regulations, such as Extended Producer Responsibility (EPR), are encouraging industries to adopt proper waste management practices, creating new opportunities for professional service providers.

However, competition from the waste-to-energy plant in Colombo and growing investments in resource recovery and plastic recycling have intensified rivalry in these segments. As of 2024, INSEE Ecocycle supports more than 1,000 enterprises in Sri Lanka by providing tailor-made industrial waste management solutions aligned with corporate sustainability goals. The Company also works with over 100 local councils to manage sorted, non-biodegradable, recyclable solid waste in line with circular economy principles.

3. Procurement of Products or Services

INSEE Ecocycle operates a pre-processing facility in Saraburi, Thailand, while its industrial cleaning services are based in the provinces of Rayong, Chonburi and Songkhla. The Company is committed to meeting global standards, having achieved several international accreditations, including ISO9001:2015 for Quality Management Systems, ISO14001:2015 for Environmental Management Systems, ISO45001:2018 for

Occupational Health and Safety and ISO/IEC17025:2017 for Laboratory Standards. These certifications demonstrate INSEE Ecocycle's dedication to enhancing operations in regard to quality, environmental protection and workplace safety. The Company has also been recognized with the SX TSCN Sustainability Award by the Thailand Supply Chain Network for its outstanding sustainability achievements.

In Vietnam, INSEE Ecocycle operates two main facilities. The Cat Lai facility in Ho Chi Minh City serves as the primary collection center, serving customers in surrounding provinces such as Dong Nai, Long An and Binh Duong. Waste collected at Cat Lai is transported to the Hon Chong cement plant in Kien Giang Province, where final pre-processing and co-processing occur in an environmentally sound manner. Additionally, INSEE Ecocycle provides environmental services, including industrial cleaning, secured destruction, on-site services and emergency response.
The Cat Lai laboratory is ISO certified (ISO9001:2015, ISO14001:2015, ISO45001:2018) and also holds SEDEX certification, enhancing its operational capabilities. It is accredited under the VILAS (Vietnam Laboratory Accreditation Scheme) certification, allowing continuous analysis of new waste streams and evaluation of their feasibility for co-processing. This approach enables INSEE Ecocycle to offer environmentally sound solutions for a wide variety of waste streams. Co-processing replaces approximately 43 percent of fossil fuels with waste-derived alternative fuels, efficiently managing both hazardous waste (e.g., solvents, sludge, pesticides) and non-hazardous waste (e.g., copper slag, footwear, plastics, FMCG products, discarded items).

In Sri Lanka, INSEE Ecocycle operates from its headquarters in Colombo, with key facilities including a co-processing plant at the Puttalam Cement Plant, a pre-processing facility, resource recovery centers and analytical services laboratories. The pre-processing facility (PPF), located in the Katunayake Export Processing Zone (EPZ), serves as the primary hub for industrial services, providing pre-processing, storage, laboratory services and logistics for hazardous and non-hazardous waste, all managed with the necessary permits. At the Puttalam Cement Plant, INSEE Ecocycle leads sustainable waste management efforts, utilizing two state-of-the-art solar drying units, a shredder and a pyrolysis plant to prepare waste for co-processing. The Resource Recovery Centre offers comprehensive solutions for FMCG and post-consumer waste through reverse logistics, waste collection, segregation, purification, reuse and recycling/upcycling.
All facilities comply with ISO9001:2015 for quality management, ISO14001:2015 for environmental management, ISO39001:2012 for road traffic safety and ISO45001:2018 for occupational health and safety, while the laboratories are accredited with ISO17025 for analytical testing.

4. Pending project with value 10 percent or more of income

-none-

Light Building Materials Segment

The Light Building Materials Group consists of dry-mixed mortar (INSEE Mortar), lightweight concrete products (INSEE Superblock) and CONWOOD, wood replacement decorative products, designed to meet diverse customer needs all in one place. The priority is to become one of the market leaders in construction materials by leveraging innovations not only to improve products but also the installation process. This approach is intended to quickly evolve the market by emphasizing ease of use, streamline processes, time and cost savings, reduced work and being a comprehensive construction solution. In 2024, the Group is focusing on sustainable development, aiming to reduce greenhouse gas emissions and minimize resource waste.

Key Information

What we're capable of:

- Dry-mixed mortar products 750,000 tons per year
- Lightweight concrete products 4,500,000 sq. m. per year
- Decorative wood replacement products (Thailand) 135,000 tons per year
- Decorative wood replacement products (Outside Thailand) 36,000 tons per year

Brands

- Dry-mixed mortar products: INSEE Mortar
- Lightweight concrete products: INSEE Superblock
- Decorative wood replacement products: CONWOOD

What we're known for:

- Proven track record - We have a long history of being a leading cement and building material manufacturer in Thailand.
- People's choice - We are a renowned building material brand that can assist with all projects. Our products are found at wholesalers and retail channels nationwide, both modern and traditional trade.
- Reliability - The production process is built on machinery and technology that meets European standards.
- R&D - Continuous research and development are conducted to offer products that meet the needs of target customers while emphasizing collaboration to ensure that the Group can provide products and services that align with consumer demands.
- Readily available - We boast strong distribution channels and a robust supply chain that means our products can be delivered to our customers nationwide.
- Future focused - We are committed to sustainable growth, offering green products made from low-carbon cement, environmentally conscious production

process and product installation. The vision, business strategy and operations are set to maximize efficiency and stakeholders' benefits.

Major Business Policies

- Conduct research and development of products and services to meet customer needs and work requirements under various constraints. There is a focus on adhering to principles of customer satisfaction and a customer-centric approach.

- Constantly review, develop and improve work processes by incorporating customer feedback and suggestions. Refine the process from ordering to product and service delivery to ensure the best customer experience across every touchpoint.

- Emphasize Environmental, Social and Governance (ESG) principles by utilizing limited resources efficiently and maximizing benefits throughout every process. This covers everything from procurement to production while adhering to occupational health and safety regulations as well as continuous social activities for better engagement between the group, employees and the communities.

1. Characteristics of Products or Services and Business Innovation

INSEE Mortar is a manufacturer and distributor of dry-mixed cement (mortar). INSEE Mortar products are the result of extensive research and development, producing high-quality dry-mixed

cement. The products are categorized based on their application, such as plastering, bricklaying, leveling, adhesive and other construction chemicals. The Company focuses on penetrating high-rise and low-rise residential markets and commercial projects nationwide while expanding the customer base to new users.

INSEE Mortar is committed to continuous product development with plans to expand the product range and introduce new products to cover all construction needs, from the foundation to roofs and terraces as well as products for renovation and repair work. These solutions are suitable for both interior and exterior applications and designed to enhance efficiency and durability in construction. INSEE Mortar provides comprehensive solutions for all construction needs.

INSEE Superblock places great emphasis on maintaining high product standards while continuously improving product quality. The Company incorporates advanced technologies from China and Europe to address construction challenges. For example, lightweight wall panels are developed with enhanced soundproofing capabilities to improve noise reduction for residents.

INSEE Superblock offers expert advice from a specialized engineering team in collaboration with client teams for design and installation services. This ensures that INSEE Superblock products effectively meet customer needs in terms of aesthetic appeal, ease and speed of installation and reduced labor requirements.

INSEE Superblock designs wall panels to match actual usage dimensions, minimizing waste and dust pollution at construction sites.

CONWOOD offers premium decorative wood replacement products widely recognized by designers, real estate developers, installers, and homeowners over the past two decades. Its unique wood grain design mimics natural beauty manufactured by European technology. It is the only brand in the country that does not contain sand, eliminating the risk of harmful dust particles during cutting or drilling and making CONWOOD a health-conscious option.

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CONWOOD bases its product development on consumer behavior and needs studies while involving partners in product development to ensure modern functionality and aesthetics. CONWOOD products come in a wide variety and can be used throughout homes and buildings, both indoors and outdoors. Examples include products for ceilings and eaves, floors, walls, decorative elements and water-based paints like primers, wood stains, topcoats and finishing paints. This variety allows CONWOOD to meet a wide range of design needs. CONWOOD is focusing on marketing color-finished wood replacement products under the "CONWOOD Beyond" and "Digital Coating" brands. These simplify installation and alleviate painting issues.

In Indonesia, CONWOOD emphasizes offering one-stop services, including product sampling, consulting, product sales and installation, as well as marketing the ready-for-use flooring panel and pre-finished wall panel "INSEE Super Panel". This move aims to foster sustainable business growth. Moreover, CONWOOD intends to introduce new color shades to offer customers more options while continuously enhancing the seamless aesthetic appeal of CONWOOD installation systems.

2. Marketing and Competition

Overall Industry Situation

In the first half of 2024, the construction materials industry is expected to remain stable, in line with the construction sector's growth. However, the public sector faces challenges due to delays in budget approvals and disbursements while private sector investment has significantly declined compared to the previous year, driven by a slowdown in the real estate sector. The market is highly competitive, putting pressure on prices for fiber cement, mortar and lightweight block. Production costs have increased, particularly due to rising energy costs.

In the second half of 2024 and into 2025, public sector construction is projected to recover, with an estimated growth of around 3 percent, according to SCB EIC. This is supported by plans to launch mega infrastructure projects. However, the private sector continues to face negative factors, such as the slow recovery of the housing market driven by high household debt, a high rejection rate for housing loans from banks and financial institutions, an oversupply of completed and unsold housing, rising prices for new homes and an oversupply in the office rental sector. These factors could lead to delays or cancellations of new construction projects. The private sector remains focused on government policies that could stimulate the construction and real estate industries. The recovery of the tourism industry is expected to have a positive impact, helping to support the construction sector and offset some of the residential downturn in the coming year.

The construction materials business needs to monitor production costs closely, as the industry continues to face risks from rising raw material costs due to the impact of ongoing political polarization in Eastern Europe as well as the rising crude oil prices which will increase energy costs. Additionally, rising labor costs and ongoing labor shortages will affect both the construction and construction materials industries.

Market Competition

The contraction of the real estate market in 2024, both in terms of the number of units and project value, has intensified competition within the construction business sector as companies fight to maintain their market share. Foreign purchasing power in real estate and private sector projects aiming to complete construction for delivery has kept the market for dry-mixed cement and lightweight block, which are key components in structural work and competitive. Consequently, the market players have reduced prices to improve their competitiveness. In the dry-mixed cement market, competition is tough against major cement producers, along with many small and medium-sized players. The lightweight concrete market faces new supply entering an already shrinking market, further intensifying competition.

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CONWOOD must compete with other wood substitute materials such as fiberboard, plywood, fiber cement, Wood-Plastic Composite (WPC), Laminate wood and even wood-patterned tiles. With the fact that CONWOOD's strength lies in its aesthetic appeal as a decorative wood replacement, the downturn in the real estate market has led operators and retailers to cut costs, impacting CONWOOD more severely than the other two businesses.

Nevertheless, CONWOOD's competitive edge, stemming from its eco-friendly production technology and materials, allows the product to remain viable, particularly as environmental sustainability (ESG) becomes increasingly important.

Outlook:

After the COVID-19 pandemic, several positive factors supported the growth of Thailand's construction industry. These included increased government budget disbursement, the recovery of the tourism industry following the country's reopening and reductions in property transfer fees. These drivers contributed to the growth of the construction and building materials industry from 2023 into early 2024.

However, the real estate market has been facing persistent challenges since the beginning of 2023 and into 2024. High interest rates, rising household debt and a significant rejection rate for mortgage loans by commercial banks have constrained purchasing power. Additionally, the large inventory of unsold horizontal and vertical real estate units has delayed the launch of new projects.

Looking ahead to 2025, the construction industry is expected to grow modestly by approximately 2-3 percent, primarily driven by government investment in transportation mega-projects. In contrast, the residential sector is likely to

continue grappling with the same challenges, including subdued demand and financing constraints. Meanwhile, commercial construction, particularly in retail and office spaces, is set to expand in key business and tourist areas. However, oversupply in the market will need careful monitoring.

Rising costs of materials and labor will continue to pressure operating margins, while competition among market players will remain intense as companies vie to retain market share. The industry's recovery will depend heavily on how much interest rate cuts and government stimulus measures can reignite demand.

Competitive Strategy

- Focus on delivering value to customers through value-added products and solutions, such as:
  - Tile adhesive and specialty mortar products, offering a complete solution to users.
  - Lightweight concrete, which not only involves product selling but also providing consultation and installation services.
  - Color-finished wood replacement products designed to meet the needs of consumers who seek convenience and faster usage while also reducing the reliance on specialized labor, which is currently scarce and difficult to find.
- Develop innovative products and construction processes featuring eco-friendly concepts that reduce construction processes and labor dependency.
- Focus on promoting pull marketing strategies to increase product demand by:
  - Escalating brand image recognition and educating the market on product benefits to boost confidence in quality.
  - Expanding marketing communication through online channels to allow users to feel closer and access the Company through various platforms.
  - Building more direct interaction and engagement with users, leading to co-developing products and services that address usage issues more effectively.
  - Stimulating product demand directly from users.
  - Adjusting project market penetration strategies to align with current situations and expanding growth into new customer segments to cover all markets.
- Improve production processes, sourcing of raw materials and cost reduction strategies to increase advantages in the competitive market.
- Develop strong distribution channels in project markets, wholesale and retail segments to effectively push products into the market. Additionally, efforts are made to locate new potential dealers to ensure extensive coverage nationwide as well as overseas.

Target Customers

The Light Building Materials Businesses categorize customers into four primary groups based on the end-user profile and decision-making authority in product purchasing:

- **Project Customers:** This group includes project developers, residential and commercial, as well as home and building architects.
- **Contractors:** This group comprises both main contractors and subcontractors, including specialized contractors who are registered as legal entities, both small and large.
- **Retail Customers:** These are individual homeowners or independent workers who are not registered as legal entities.
- **Government Agencies:** This group consists of public sector institutions involved in purchasing construction materials.

All four customer groups seek products for use in the construction, renovation, or decoration of homes, buildings and other structures, whether for new construction, repairs, or finishing work.

Information Disclosure for Products and Services

The Company has adopted a product disclosure policy as a practical guidance to prevent possible damage incurred from inappropriate disclosure of information. This policy covers significant information about products, including key features, weight, installation manuals and manufacturer details, both on product labels and the Company's website.

Channel of Distribution

- The business has a strong network of distribution channels nationwide that covers project, wholesale and retail dealers. We also continually support our dealers for product and market penetration through marketing campaigns, promotions and online and offline activities throughout the year.
- The business establishes and provides dedicated sales teams in local areas to approach local projects and open new sub-dealers for our current dealers within specific areas. In addition to this, sales teams identify new dealers in the white space to increase coverage.
- The sales breakdown between the domestic and overseas markets of each product is as follows:

  INSEE Mortar: Domestic market accounted for 100 percent of sales

  INSEE Superblock: Domestic market accounted for 100 percent of sales

  CONWOOD: Domestic market accounted for 70 percent of sales / Overseas market accounted for 30 percent of sales

Marketing Communication

Marketing communication focuses on the main target customer groups, including architects, developers, contractors and homeowners. The business continuously promotes products along with the entire brand through integrated marketing communications and activities at local traditional retailers and modern retailers by using popular offline media outlets and widely used online platforms, such as Facebook, Line Official Account and YouTube among others. This ensures a high level of brand awareness in local areas.

3. Procurement of Products or Services

- **The INSEE Mortar Plant** specializes in producing a wide range of dry-mixed mortar products, including bricklaying mortar, plastering mortar, self-leveling screed, dry concrete and tile adhesive, facilitating diverse consumer needs. Utilizing an advanced Automatic Batching system, the plant ensures maximum production efficiency and consistent product quality. To meet specific and technical demands, INSEE Mortar is committed to developing its Specialty Mortar line, such as skim coat, floor hardener, self-leveling screed, non-shrink grout and waterproof cement as well as liquid products like concrete bonding agents and form release agents. All production processes adhere to international standards including ISO9001, ISO45001 and ISO14001. Additionally, every product is certified with Carbon Footprint Product certification, emphasizing the Company's commitment to sustainable development and environmental responsibility.

Raw Material Procurement System

The INSEE Mortar Plant sources its primary raw materials from high-quality suppliers, including limestone and hydraulic cement (low-carbon cement), as well as packaging from Siam City Cement Public Company Limited. This ensures that both the raw materials and packaging meet the highest quality standards. Furthermore, the plant procures supplementary materials, such as additives, from both domestic and international suppliers to enhance product properties and diversify the product range. The procurement process is conducted with strict efficiency and quality controls, ensuring that INSEE Mortar products maintain consistently high standards. Notably, 99.92 percent of raw materials are sourced locally from within the country.

- **The INSEE Super Block Plant** specializes in producing autoclaved lightweight concrete products, including high-quality blocks, precast wall panels and lintels, to meet diverse consumer needs. Leveraging advanced manufacturing processes, the plant employs an automated production system managed by Programmable Logic Control (PLC) to ensure optimal efficiency and consistent quality. Committed to excellence, the facility complies with ISO 9001:2015 quality standards and focuses on developing customizable precast wall products, offering a variety of sizes with lengths of up to five meters.

Raw Material Procurement System

The INSEE Superblock Plant sources its primary raw materials from its own sand quarry and Portland cement from Siam City Cement Public Company Limited. This ensures high quality materials are used. Additionally, the plant is expanding its product range to include various other materials, such as quicklime and Al paste (Foaming Agent), sourced from both domestic and international suppliers through an efficient selection and procurement process. This guarantees that INSEE Superblock's products maintain consistent high quality and reliability with domestic sourcing accounting for 99.90 percent and international sourcing making up 0.10 percent.

- **Conwood Plants** in Thailand and Indonesia produce "green products" that are energy-efficient, environmentally friendly and prioritize health concerns. The Company has met both domestic and international standards, including ISO14001:2015 for environmental friendliness, ISO9001:2015 for quality management systems and ISO45001:2018 for occupational health and safety management systems. CONWOOD obtained Green Label certification in 2024, demonstrating a commitment to producing high-quality, eco-friendly products for consumers.

Raw Material Procurement System

The primary raw material for the Conwood Plant is paper pulp, with over 50 percent sourced domestically through recycling efforts. In Indonesia, the paper pulp is derived from palm oil trees cultivated locally, along with Portland cement from Siam City Cement Public Company Limited. The addition of various additives enhances the product's properties, meaning CONWOOD products are high-quality, aesthetically pleasing and durable, meeting the needs of all target demographics. In Thailand, the sourcing breakdown is 55 percent from domestic sources and 45 percent from international sources, while in Indonesia, 67 percent is sourced domestically and 33 percent from abroad.

Additionally, the Conwood Plant in Thailand has implemented the Zero Dust project which aims to recycle waste dust generated during the CONWOOD production process at all stages.

Additionally, the Conwood Plant in Thailand has implemented the Zero Dust project which aims to recycle waste dust generated during the CONWOOD production process at all stages. The collected dust is reprocessed into high-quality, aesthetically pleasing and durable CONWOOD products.

4. **Pending project with value 10 percent or more of income**

-none-

Energy Segment

The Company has now restructured its business portfolio to include the energy business segment, as the result of Lanna Resources Public Company Limited (LANNA) and its subsidiaries becoming subsidiaries of the Company, effective 4 October 2024. LANNA's primary business is the production and sale of coal, while the subsidiary Thai Agro Energy Company Limited (TAE) mainly deal in the production and sale of ethanol as fuel additive. LANNA and TAE are listed Company under the Stock Exchange of Thailand and as such additional details of both companies can be found in their respective Form 56-1 One Reports which are publicly available.

1. Characteristics of products or services and Business Innovation

LANNA deals in procuring coal which is produced (by way of mining) by its joint ventures operating in Indonesia and sale of such coal to businesses using heat derived energy as part of their productions.

TAE operates an ethanol production plant, producing ethanol which is sold to gasohol producers as clean fuel additive for gasohol production, with gasohol production business being born of His Majesty King Bhumibol Adulyadej's innovative approach to utilizing gasohol as a lower-priced fuel alternative to benzine.

2. Marketing and Competition

LANNA's clientele consists of both domestic and overseas clients. Coal distribution in Thailand is an oligopoly business, with most clients being groups of production plants both large and small. In 2024, 10 percent of coal produced by LANNA in Indonesia was sold in Thailand while the rest was sold to overseas clients which are primarily in the Asia Pacific region, including countries such as India, Japan, South Korea, Taiwan and Hong Kong.

LANNA's strategy is to remain competitive through quality control of its coal, ensuring that it retains a high calorific value. To this end, new technologies are constantly being introduced in the production processes. Coal pricing is primarily reliant on the coal's calorific value, similar to the pricing of other fuel sources, although coal pricing is also affected by other factors including purchase quantity, calorific value, payment terms, transportation and other conditions per the requirements of each client. These factors are consistently applied to sales made to any client, to ensure fair treatments of clients. Domestic sales are made directly to clients with no intermediaries, while overseas sales are made both directly and through intermediaries.

On the global situation of coal market and industry in the past year, global coal demand has been increased by 1 percent, with China and India showing an upward trend of coal usage. Europe and the US, on the other hand, saw a decrease in coal demand. China dominates the coal market, being the country with the highest energy demand, with domestic coal production of 4,653 million tons, which is 50 percent of global production. China also imports 525 million tons of coal from 1,546 million tons being sold in international trades, with 235 million tons being from Indonesia, whose total volume of exported coal was 557 million tons, demonstrating Indonesia's capacity as a major coal exporter who continues to keep up with the expanding global demand, particularly from China and India.

For future market trend, the International Energy Agency (IEA) analysis in December 2024 points to a global increase of coal use, although after the next three years coal demand expansion may slow down or stagnate, with a shrink demand in Advanced Economy Countries opposing the demands from emerging and developing economy countries, particularly India, Indonesia and Vietnam, which will likely see an increase correlating with these countries' growing energy usage.

The coal price trend in 2025 is still susceptible to risks factors that should be consistently monitored including export market competition, potential energy policy changes in partner countries and the downward trend of long-term coal use.

For TAE, the total demand for ethanol in 2024 is 3.4 million liters daily, while the collective production capacity of ethanol producers was at 6.77 million liters daily, resulting in oversupply. In addition, the petrol businesses with ethanol production capacity prioritized using their internally produced ethanol, intensifying competition. Nevertheless, TAE's procurement flexibility—allowing ethanol production from molasses and cassava as needed—enabled it to stay competitive by controlling production costs.

Oversupply will likely continue to impact the market in the first quarter of 2025. The significant downtrend in the prices of primary ingredients, including molasses and cassava, remains prominent, providing TAE with the flexibility to manage material procurement and production planning for optimal cost control and sustained competitiveness.

TAE's marketing strategy prioritizes quality control and reliable delivery, which are critical for building trust and good relationship with clients.

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TAE uses a cost plus margin strategy for its pricing approach, with factors being considered including material costs, demand and supply, current competition level domestically and globally, etc.

3. Procurement of Products or Services

LANNA produces coal through the operation of its joint ventures in Indonesia. The two mines in Indonesia produce approximately 8.5 million metric tons of coal annually. The10 percent of coal is sold in Thailand, while the remaining 90 percent is sold in Indonesia and other countries.

TAE produces and distributes ethanol using primarily domestically procured molasses and cassava. The production plant is located in Dan Chang district, Suphan Buri province, with two production lines offering a production capacity of 350,000 liters of ethanol per day. Both production lines are eligible for government incentives (further details can be found in the Notes to Financial Statements of TAE under the item "Investment Promotion")

4. Pending project with value 10 percent or more of income

-none-

Milestone Changes in Business Operations

In late 2024, Siam City Cement Public Company Limited (SCCC) experienced a change in its major shareholder structure. Previously, there were two major shareholders including (1) Sunrise Equity Company Limited, holding 36.24 percent of SCCC's shares and (2) Jardine Cycle & Carriage Limited, a Singapore Stock Exchange-listed company, holding 25.54 percent of SCCC's shares. Sunrise Equity Company Limited acquired shares from Jardine Cycle & Carriage Limited, increasing its stake in SCCC to 61.78 percent. After including the shares held by Sunrise Equity's related persons under Section 258[1], Sunrise Equity Company Limited's total shareholding reached 71.88 percent. This acquisition triggered a mandatory tender offer for the remaining shares of SCCC and SCCC became a related person under Section 258 of Sunrise Equity Company Limited.

Per the Chain Principle, Sunrise Equity Company Limited is deemed to control Lanna Resources Public Company Limited (LANNA) and Thai Agro Energy Public Company Limited (TAE) through SCCC. This is because SCCC holds a 49.99 percent stake in LANNA and LANNA holds a 51 percent stake in TAE. Therefore, Sunrise Equity Company Limited was also obligated to make a mandatory tender offer for the remaining shares of both LANNA and TAE.

SCCC's Board of Directors resolved to be the co-tender-offeror for LANNA and TAE alongside Sunrise Equity Company Limited SCCC would be the purchaser of all shares of LANNA and TAE, with the consent of Sunrise Equity Company Limited. This acquisition was deemed beneficial to SCCC and aligns with its investment and business expansion strategy. (Further details can be found in the Company's news releases to the Stock Exchange of Thailand from August to the end of 2024.)

Following the completion of the tender offers, Sunrise Equity Company Limited and its related persons under Section 258 hold 79.06 percent of SCCC's shares and SCCC holds 61.44 percent of LANNA's shares. Therefore, LANNA, including its subsidiaries, become a subsidiary of SCCC. And since TAE is a subsidiary of LANNA, TAE also becomes an indirect subsidiary of SCCC. Details appear in Group Structure.

At Siam City Cement, we have always prioritized sustainability and strategic growth, understanding that resilience is key to our long-term success. In 2024, we encountered both opportunities and challenges, prompting us to take critical steps in fortifying operations and positioning ourselves as a more resilient, agile organization. The following milestones and initiatives highlight our commitment to enhancing business resilience and our ability to navigate an ever-evolving market.

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Remark:

1. Sunrise Equity and its related persons under Section 258 include (1) Sunrise Equity Company Limited (2) Bangkok Broadcasting & Television Company Limited (3) CKS Holding Company Limited and (4) Super Assets Company Limited

Strengthening Financial Stability:

- **Enhanced Cash Flow Management:** A robust cash flow management system has been introduced, featuring upgraded financial forecasting tools and optimized working capital practices.

- **Improved Payment and Collection Processes:** We have implemented measures to expedite accounts receivable collections and renegotiate supplier payment terms as needed.

Operational Efficiency and Technology Upgrades:

- **Successful Implementation of Flagship Project FIT+ (People, Profit, Planet):** The Group has successfully launched its FIT+ initiatives, focused on People, Profit and Planet, across all business units to drive top-line growth and improve operational efficiency.

Sustainability and Environmental Resilience:

- **Commitment to Long-Term Sustainability:** As part of our commitment to sustainability, we introduced several initiatives aimed at reducing our environmental impact. These include the adoption of renewable energy sources, increased substitution of traditional fuels with alternative options and replacing high-carbon intensity cement with low-carbon hydraulic and green cements.

- **Launch of Low-Carbon Cements:** SCCC introduced new low-carbon cement products, Blue Globe Cement, Green Globe Cement and INSEE Petch Ngarn Thang Luang, which have been well received in the market because of their environmental benefits.

- **Formation of INSEE B.Grimm Solar Company Limited:** In Q2 2024, SCCC formed a company that jointly incorporated, "INSEE B.Grimm Solar Company Limited", through a joint venture with B.Grimm Power Public Company Limited. This Company will operate an 84 megawatts renewable solar energy project in Thailand for captive use and is set to launch commercially in Q3 2025. Additionally, a renewable solar project in Sri Lanka for captive use is planned for commercial operation by 2025.

Human Capital and Talent Development:

- **Succession Planning for Leadership Continuity:** We implemented a succession planning program to ensure that key leadership positions are filled with qualified, capable individuals in the event of unexpected departures. This strengthens our leadership pipeline and supports continuity in our strategic vision.

As we move forward, a commitment to these strategic changes will ensure we continue to adapt and grow, ensuring long-term sustainability and profitability. Our focus remains on building a more resilient, agile and forward-thinking organization, prepared for the future.

Our Major Development and Initiatives

Cement, Ready-mixed Concrete and Aggregates Segment

Cement Business

Product Development and Service

The construction industry is at a pivotal juncture, facing challenges related to sustainability and the need to adapt to stricter environmental regulations. The launch of new products not only addresses these challenges but positions our Company as a leader in the transition to sustainable construction solutions.

Globe Cement

These high-quality cement products under Siam City Cement Public Company Limited, comprise of structural cement and mixed cement for general bricklaying and plastering. The Company has recognized the business growth opportunities in the modern trade of construction materials as well as the changing consumer behavior. This led to the continuous development of products capable of satisfying market and consumer demands and adapting to the evolving challenges within the cement market.

Additionally, Globe Cement is designed to reduce environmental impact through low carbon production, aligning with the Company's policy focused on sustainable development and decarbonization strategies, which is one of the organization's key missions.

INSEE Mini RMX

This initiative is focused on developing the capabilities of new and existing operators in the ready-mixed concrete business who are seeking to expand their operations. This project includes services including the provision of knowledge and standardized practices, training in the concrete production process to enhance operational efficiency, adherence to quality standards and product certification, consulting on production cost calculations to ensure financial sustainability and recommendations for appropriate concrete mix ratios for various applications.

Additionally, there are business partnerships and collaborations that supply essential tools for ready-mixed concrete operations, such as machinery and vehicles, to assist new operators. SCCC staff are ready to support and provide guidance to participating operators throughout each project's duration, with the goal of enhancing business capabilities and expanding market opportunities in the ready-mixed concrete sector, aiming for effective and stable long-term growth.

INSEE Petch Ngarn Thang Luang (IP-NTL)

Launched in May 2024, IP-NTL represents a groundbreaking development in the Thai cement industry. As the first low carbon cement introduced to the road recycling segment. IP-NTL has set a new benchmark for sustainable construction materials. The product is specifically designed to capture the road recycling and soil cement market, offering a sustainable alternative that reduces the carbon footprint of road construction projects. The launch of IP-NTL has

enabled green road initiatives showcasing SCCC's commitment to Sustainable Ambition 2030.

INSEE Petch CPM

INSEE Petch CPM is a high-performance cement for Precast Concrete Products and Ready-mixed Concrete that need high strength. It enhances flowability and increases productivity, ensuring superior surface finishing and quality of finished products. It is suitable for prestressed concrete pile, prestressed concrete slab, girder, drainage pipes, concrete blocks and prefabricated concrete panels. Moreover, "INSEE Petch CPM" has been developed to reduce greenhouse gas emissions, aligning with the Company's commitment to sustainable and environmentally friendly practices.

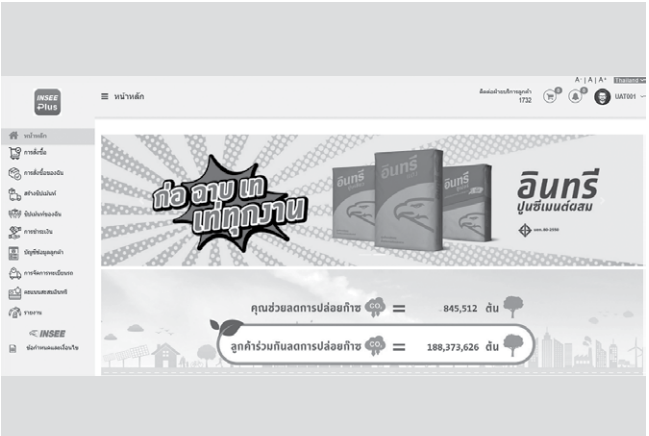
INSEE Dum High Early Strength (IDUM-HES)

To further enhance SCCC's low carbon cement portfolio, we introduced IDUM-HES in October 2024 to match the performance of existing INSEE Dum which is considered as OPC type III. This marks a significant achievement as the Company is the first to develop a low carbon cement with properties equivalent to high early strength Portland cement (OPC type III). It aims to offer an environmentally friendly alternative for the concrete product manufacturing sector, ensuring the same strength and workability performance as OPC type III.

The successful launch of Globe Cement, IP-NTL and IDUM-HES in 2024 marks a significant milestone in our product development strategy, underscoring our commitment to innovation and sustainability. As we continue to adapt to the evolving landscape of the construction industry, we are confident that these new products will not only meet market demands but also contribute positively to our environmental footprint. We look forward to building a more sustainable future through our continued dedication to low carbon technologies and responsible business practices.

INSEE Plus

Regarding cement consumption, particularly hydraulic cement, customers in Thailand have changed their purchasing behavior. The "INSEE Plus" initiative highlights these customers' efforts to reduce CO_2 emissions by using low carbon cement products. This achievement is symbolized by the number of trees saved and will be acknowledged on the homepage of the INSEE Plus Customer Portal. The new feature aims to increase customer involvement and further strengthen sustainability collaboration between SCCC and its customers.



Sustainability Drive through Green Logistics Initiatives

As part of our commitment to green cement logistics and environmentally responsible practices, we have launched various initiatives to ensure safe and eco-friendly operations across our entire supply chain. This spans from factory to customer. In our Saraburi dispatch operations, we have introduced electric forklifts for cement handling and we are piloting the use of green-energy vehicles for cement deliveries. These initiatives highlight the potential of green logistics for cement transportation and operations. To further enhance our sustainability efforts, we have implemented a solar roof system at our office building and distribution center, significantly reducing reliance on traditional energy sources and cutting electricity consumption by 50 percent. By adopting these forward-thinking strategies, we are not only demonstrating our environmental responsibility but also positioning ourselves with a competitive advantage in the market.

Enhancing Service Efficiency for Cement Loading

To consistently deliver high-quality cement products to our customers, we have implemented several initiatives that emphasize customer-centric service. At our Saraburi Plant, we are dedicated to meeting the unique needs of each customer by ensuring seamless service and operations. Leveraging advanced technology, we have optimized our operations by enabling multiple types of cement loading. The result is significantly reduced waiting times. These enhancements not only meet customer expectations but also improve our operational efficiency and resource management, fostering sustainable long-term growth.

Our ultimate goal is to enrich the customer experience while maintaining our commitment to high service standards.

Saraburi Operations

With the success of the project to increase process efficiency and production cost reduction, known as the FIT+ project in 2023, the Company has continued to operate through four main strategies from all units under the cement business, namely:

- Increasing the ability to earn income includes increasing the proportion of hydraulic cement in the market, expanding to new markets, a new project from a Chinese customer and improving logistics systems.
- Production cost management.
- Effective management of fixed costs.

- Human resource management, communication and promoting continuous employee engagement with the organization.

Saraburi Operations have been carried out to support the strategy for continuous production cost management through six main operations:

1) **Clinker Factor Optimization** - to improve cement production efficiency by developing low carbon cement products, such as INSEE Petch Easy Flow, INSEE Petch Plus and INSEE DUM High Early Strength to replace the use of portland cement which contains higher clinker proportion. To support production cost reduction and reduce CO_2 emission as well as the development of grinding aids to reduce the amount of clinker used in the cement production process while still maintaining product quality according to industry standards. Efforts aim to reduce the proportion of clinker used in cement production by another 2 percent from the fiscal year 2024 budget plan.

2) **TSR Improvement** - to increase the use of thermal energy from alternative fuels such as unused materials from industry sources, Refuse-Derived Fuel (RDF), or biomass to reduce traditional fuel usage through four main operational approaches; 1) Improving the performance of alternative fuel feeding systems, 2) Increasing alternative fuel feeding points into the kiln, 3) Improving the production process, such as installing an additional bucket conveyor at production line kiln five to increase the feed rate of alternative fuels, 4) Installing equipment to prevent and eliminate blockages in the preheater and cyclone of the kiln and sourcing new types of alternative fuels. The goal is to increase the use of thermal energy from alternative fuels by another 2 percent from the 2024 budget plan.

3) **Thermal and Electrical Energy Optimization** - to reduce thermal energy consumption by false air reduction, cooling tower optimization, reducing calciner temperature fluctuation, the use of additives to accelerate the combustion reaction of fuels as well as the control room operator competency improvement. To reduce electrical energy consumption by increasing the efficiency of fans. Replace the fix-speed fan with a VSD separator fan and maintain the good condition of all machines. The goal is to reduce thermal energy consumption by 23 MJ/ton clinker, reduce electricity consumption in the clinker production process by 2 kWh/ton clinker, electricity consumption in the cement grinding by 0.3 kWh/ton cement and increase electricity from the waste heat recovery system by 9.8 GWh per year compared with the budget plan for 2024.

4) **Inventory Reduction** - to control the appropriate quantity of inventory materials with systematic and efficient management, such as setting the minimum and maximum inventory quantities, utilizing existing spare parts when possible to avoid ordering new ones. Planning product delivery schedules to fit the usage period, with a target inventory value at the end of 2024 of less than 400 million THB.

5) **Solar Farm and Solar Roof** - to produce electricity from solar energy this new project in 2024 saw solar panels installed over an area of over 400 rai and on building roofs which can produce up to 82 MW of electrical power by Q3 of 2025 and can support CO_2 reduction up to 44,000 tons per year from 2026 onwards.

6) **Fixed Cost Optimization** - to efficiently manage fixed costs of the production process, such as maintenance costs, third-party service costs by enhancing the capability of maintenance staff to have skills and abilities to perform more diverse tasks. Improving the contractor hiring process by selecting only qualified contractors as well as sourcing of low-cost and qualified spare parts.

Fixed Cost Optimization - to efficiently manage fixed costs of the production process, such as maintenance costs, third-party service costs by enhancing the capability of maintenance staff to have skills and abilities to perform more diverse tasks.

People and Organizational Performance

Corporate Learning & Leadership Development

In 2024, SCCC continued its commitment to fostering learning and leadership development through both face-to-face and virtual classrooms. Additionally, there is a strong emphasis on supporting all employees in creating high-quality Individual Development Plans (IDPs) in collaboration with their supervisors.

The INSEE Development Calendar is strategically aligned with the organization's core and leadership competencies. Drawing from a thorough analysis of employee development needs and the organization's long-term goals, SCCC provides tailored development programs and suggestions to support the growth of employees at all levels and to enhance career development.

To meet the evolving needs of high-potential employees and align with the future business direction, the Group introduced the INSEE Agility Mindset Framework. This framework drives the development of agile behaviors, which are essential for the Group to navigate and embrace change. Through the launch of INSEE Agility Mindset Development Programs, SCCC aims to build a deep understanding of agility mindset and ensure that employees actively model and apply this mindset in their teams, reinforcing the organization's adaptive culture.

Leaders and Supervisors as Coaches

This program is designed for senior and mid-level executives, focusing on practical application in daily work. Research shows that coaching enhances performance and strengthens employee engagement, helping them adapt quickly to constant business changes.

Over the three-month program, participants will gain a solid understanding of coaching mindsets, skills and processes. The training emphasizes real-world practice, where executives coach their teams and colleagues across functions, allowing them to see the true value of coaching and confidently apply these skills after completing the program.

To further embed these skills, SCCC Group has created a Coaching Champions initiative, where senior executives who completed the program transfer knowledge and skills to first and mid-level managers. This helps ensure coaching practices are consistently applied across the organization.

SCCC Group supports the ongoing development of leadership through coaching, aiming to build a coaching culture that enhances employee capabilities, engagement and sustainable performance at all levels.

Group Knowledge Management

SCCC Group continues to advance Organizational Knowledge Management Culture to derive maximum benefit. The Company supports the establishment of a knowledge management system across the Group, allowing employees to engage in learning, knowledge sharing and best practice exchanges. Furthermore, this knowledge can be effectively applied to enhance job performance, resulting in sustainable knowledge preservation within the organization.

The knowledge management framework and approach have been initiated in Thailand and are being transferred to facilitate collaboration within the Group. The shared goal is to promote the use of the knowledge management system and expand the pool of valuable knowledge.

In addition to these efforts, representatives from various functions, known as INSEE Knowledge Champions, are being developed to oversee the quality of knowledge and encourage learning exchange within their respective functions.

This continuous learning approach forms the foundation for making INSEE a true learning organization.

Finance and Controlling

Digital Transformation Applied in the Procurement Process

In the past year, Procurement has applied technology to the processes across the Group Companies including:

- ARIBA SLP (Supplier Lifecycle and Performance) system for use in the pre-qualification process for onboarding new suppliers, updating information changes, including closed/terminated business relationships.

- CIG (Cloud Integration Gateway) system reduces limitations in the bidding process, including sending and confirming purchase orders through the electronic system.

- Online Catalog system connects with partners who have online ordering systems.

These digital enhancements are to increase process efficiency, reduce working steps and reduce the use of paper, which shows the commitment to continuously develop and drive our organization according to ESG guidelines.

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Siam City Cement (Vietnam) Company Limited

1. Logistics Processes Optimization

Optimizing logistics processes resulted in savings exceeding the budget by USD 1.97 million against spending of USD 32.3 million in 2024. Strengthening relationships with key suppliers for a stable supply and better pricing accounted for USD 1.61 million Additionally, simplifying inbound operations to enhance jetty utilization and reduce cement distribution costs contributed USD 360,000 in savings. Developing resources and streamlining logistics to improve profitability and competitiveness continues to be a top priority for the INSEE Vietnam Supply Chain.

2. Regaining Market Leadership Strategy

INSEE Vietnam demonstrates a steadfast commitment to value creation and market leadership. The focus is on building a strong bag cement brand for the Distribution segment and further enhancing our position as a professional bulk cement provider for Manufacturers and Builders.

Regain Market Position in Distribution Segment

To ensure bag market share achieves and maintains more than 26 percent in the Distribution Segment, it's imperative to strategize and implement a comprehensive set of actions, not only focusing on market share but also on enhancing the overall value proposition of INSEE products while simultaneously fortifying and reinforcing the distribution channels.

- **Strengthening Distribution Channels**

  - The Distribution segment accounts for approximately 60 percent of the Company's cement volume sold across five sales regions in southern Vietnam. The value creation in this segment is generated by our network of wholesalers, retailers and traders. Strengthening distribution channels is a Company priority to reinforce our leading position and gain a dominant market share in the segment. To achieve

this goal, we continued enhancing the Company's value propositions, developing ongoing relationships with customers through engagement activities and increasing the Company's customer portfolio.

- In 2024, INSEE focused on enhancing brand awareness in the market while strengthening INSEE's connection with customers to boost sales and achieve aggressive market share growth.
  All marketing activities are designed differently, closely following INSEE's understanding of each specific customer group to optimize costs while maximizing effectiveness.

■ **Engagement with Different Customer Segments**

- Seminars: The INSEE Seminar 2024 distinguished itself by connecting and conveying values to customers through various concepts based on the experience journey. INSEE Vietnam successfully organized a series of 17 seminars across 15 provinces, with participation from over 3,550 attendees, including wholesalers, retailers and contractors.

- The "Awareness / Consideration" concept focused on retailers and contractors with low awareness of INSEE, offering them the opportunity to experience the standout features of our cement directly at the seminar and compare it with other brands. This is a great tool to attract customers in a convincing way and significantly increase brand awareness.

- The "Loyalty - INSEE Family Day" (Growing with INSEE) aims to further strengthen the relationship between INSEE Vietnam and retailers who are loyal partners. In addition, INSEE Vietnam is building new relationships with the next generation, the children of our customers.

- Plant Tour (Tourminar): INSEE Tourminar 2024 marked an important milestone in our mission to provide special experiences to all segments of bag customers.
  We successfully organized nine tours, welcoming nearly 300 attendees, including wholesalers, retailers and contractors from four provinces to the Hon Chong Plant. Through Plant Tours in 2024, we provided unique experiences for bag customers by allowing them to see the Hon Chong Plant for themselves. This activity not only attracts customers but also strengthens

connections and interactions between INSEE Vietnam and customers, helping them better understand the scale of the factory, modern and professional production lines and strict quality control processes, thereby creating trust in the values and benefits of doing business with INSEE.

- Contractor Engagement: The "Contractor Engagement Team" plays a pivotal role in our "go-to-market" strategy, which focuses on engaging contractors to gather end-user insights and enhancing our relationships with them, ultimately converting non-INSEE contractors.

- Lab2site: Pursuing the path of delivering product experiences to all projects.
  The remarkable success of the Lab2site 2023 project saw more than 200 job sites engaged in INSEE Vietnam's core markets, achieving an impressive 32 percent conversion rate. This opened many opportunities and laid a solid foundation for 2024 initiatives.

  From May to September 2024, we successfully engaged with nearly 700 contractors and masons at 179 construction sites in 21 markets. We recorded significant conversion among non-INSEE contractors, moving them from limited brand awareness to hands-on experience with the INSEE Wall Pro product, which has specialized properties for plastering and facilitates direct ordering at the construction site. This effort served as a remarkable tool not only to amplify product consumption but also to significantly boost sales from wholesalers and retailers.

- The Demand Generation project: This is a new initiative by INSEE Vietnam to strengthen customer relationships and drive cement demands. By establishing a dedicated Technical Services team equipped with mobile laboratories and service vehicles, the project has effectively provided on-site technical support and consultancy to end-users and contractors. With a network of 10 Site Executives and two Relation Executives, the project began in Q3 2024 and is poised to expand across the Southern region in 2025 with 21 Site Executives and five Relation Executives.

- Campaign to identify and distinguish INSEE from red-bag cement products with similar packaging designs and names in the market:

  The market has witnessed the emergence of many cement brands with red packaging, designed to be similar or have similar names to INSEE Power-S cement. This causes confusion for homeowners and contractors. In July and August, INSEE Vietnam launched the “INSEE Red Bag” campaign across the Mekong Delta provinces to quickly combat the penetration of fake cement in the market, reaching more than 563 retailers. The campaign’s main message was “Not every red bag is INSEE” which stresses our superior quality. This campaign has strongly affirmed INSEE’s commitment to consumer rights and the company’s ongoing efforts in the

fight against counterfeit products that affect construction quality.

Innovative in Manufacturers & Builders segment

INSEE Vietnam focuses on delivering profitable products while catering to key customer segments. This is bolstered by exceptional technical support and cultivating a compelling branding identity as "The Professionals" in the B2B market. The Company has secured a minimum profitable market share of more than 20 percent in bulk products, thereby drastically enhancing our competitive standing.

INSEE Continues to Provide Innovative Solutions to Bulk Cement Industry

- Sustain profitability across Traders, RMXs and CPMs customer segments.
- Optimize the clinker factor for enhanced cost-effectiveness.
- Provide an outstanding value proposition through robust "Innovation to Industry (i2i)" initiatives.
- Further strengthen INSEE's presence in significant large infrastructure projects for improved market positioning.

Engagement with Bulk Customers

In Q3 2024, INSEE Vietnam marked an important milestone in our mission to bring special experiences to the bulk customer segment.
For the industrial segment (B2B), we designed a combination plant tour visit and technical seminar for more than 100 customers who are technical experts from ready-mixed concrete manufacturers, precast concrete manufacturers and project teams. The Group focuses on the quality control of suppliers because this will directly impact their ready-mixed and precast concrete products.
We have successfully brought very special experiences to B2B customers when they can see INSEE's Hon Chong Cement Plant. The impressive scale of the Hon Chong Plant, as well as the modern production process, professional production team and very strict product quality control of INSEE, helps to strengthen the firm belief they have in using all INSEE products in their production process.

Customer Centricity - INSEE Vietnam's "Customer Experience" Journey

At INSEE, we aim to provide a "Superior Customer Experience" everywhere, every time that is enabled with a robust process that is built upon comprehensive initiatives based on four pragmatic pillars:

- Understanding our Customers Deeply

"Who are our customers? What are their businesses? What are their expectations from us? "Why do our customers continue doing business with us? "What can we do to improve our Customer Experience?" Those questions are not only embedded into each of the commercial teams but also embedded rapidly into our functional support teams across the Company. They are top line directions and messages repeatedly conveyed to our employees via the different channels we have.

- Making the "Customer Journey" Visible Across INSEE

At INSEE Vietnam, we are illuminating the "Customer Journey" by optimizing interactions at various touchpoints. This entails the utilization of key performance indicators (KPIs) that effectively reflect the Voice of the Customer (VoC) in order to drive continuous improvement.

Our INSEE Vietnam Customer Journey (CJ) initiative encompasses a comprehensive assessment of customer interactions at each touchpoint, identifying crucial "moments of truth" for the customer. These moments are pivotal in shaping the overall customer experience and can highlight key areas for targeted improvements.

Incorporating VoC into our operational framework is a pioneering step for us, as we defined detailed VoC indicators for the very first time in 2023. This process enables us to capture the true essence of our customers' needs and expectations, thus facilitating a more customer-centric approach in all our endeavors and activating all areas of the business to be involved in the process.

- Consolidate "Voice of Customers"

The feedback we receive serves as a dynamic resource, driving our ability to make informed decisions and cultivate service improvements. By consolidating and analyzing this wealth of customer input, we gain a comprehensive understanding of their needs, expectations and areas for enhancement.

Customer complaints, feedback, inquiries and requests act as essential conduits for channeling the collective wisdom of the desired service experience that our customers want.

- Establish an INSEE Service Committee at the Top of Organization

We firmly believe that a Service and Customer Mindset should occupy the foremost position in our list of priorities and we are steadfast in our commitment to this endeavor. To ensure the integration of this mindset throughout our organization, INSEE Vietnam established a "Service Committee" at the top level of the organization (EXCO level) in 2022.

This strategic move signifies our dedicated focus on cultivating a customer-centric ethos across our entire workforce. In our 2024 implementation plan, we continue to emphasize service and customer-centricity and these will be the cornerstone of our journey, guiding our actions, decisions and strategies.

3. Typical INSEE Customer Experience Activities

- **Communicate our Customer Centricity Strategy**

We officially announced and transparently communicated our Customer Centricity strategy to our valued customers during the Customer Convention held in March 2024. By sharing this strategy, we aim to help customers gain a deeper understanding of the Company's development direction. The support and partnership of our customers not only strengthens engagement but also plays a crucial role in helping INSEE Vietnam achieve its set goals.

- **Customer Feedback Collection**

To truly understand customer pain and gain points, we expanded our channels and diversified our approach to various customer groups, including business owners, managers and drivers, in 2024. Our goal is to ensure that every customer's experience with INSEE is evaluated from a comprehensive perspective, allowing us to continuously improve and elevate our service quality to optimally meet customer needs.

- Customers' driver pick-up experience survey at INSEE Vietnam Plants

  In 2024, we conducted three surveys on the customer's driver pick-up experience at our Thi Vai, Hiep Phuoc and Cat Lai Plants. These surveys provided us with valuable insights into the challenges and expectations Customers' drivers face when receiving cement at the plants. Based on these findings, we have developed practical solutions to improve the process and enhance the experience of this

indirect customer group who play a significant role in directly influencing the Company's sales volume.

- Customer Visits from Commercial Leaders & Management Board

  To stay ahead of market changes, the Company's management board and commercial leadership team are fully committed to dedicating time each month for customer and market visits. This enables us to make timely decisions and adjustments in response to market fluctuations.

4. Consolidate and Update Voice of the Customer

The Voice of the Customer (VoC) will continue to be presented during the monthly Executive Committee strategic meetings. This ongoing reporting process ensures that we receive timely and relevant guidance from our INSEE Vietnam Service Committee, enabling us to make informed decisions and implement effective strategies that align with customer feedback and expectations.

In May 2024, during the Biannual Leadership Bootcamp designed for our top 50 line-managers, we continued to emphasize VoC and one improvement project as a case study. This initiative serves as a key example for our leadership team, helping them understand the tools and insights necessary to implement these principles within their respective departments. This comprehensive training will empower our leaders to drive transformation from the top down, effectively cascading a customer-centric mindset throughout all levels of our organization.

Siam City Cement (Lanka) Company Limited

INSEE Nawa Niwasa Mobile App Launch

INSEE Lanka launched the INSEE Nawa Niwasa Mobile App in 2024, a groundbreaking digital platform designed to revolutionize the construction industry by offering a user-friendly digital solution that empowers the Sri Lanka construction stakeholders. The INSEE Nawa Niwasa Mobile App seamlessly connects homeowners, masons and other stakeholders by providing easy access to construction-related services, materials and expert guidance. By connecting customers to qualified builders and trusted suppliers of INSEE Cement and premium building materials, the app empowers users to streamline their construction projects with ease and confidence.

INSEE PRO - Online Order & Delivery Management System

INSEE PRO is a user-friendly online sales order and delivery management system that was launched in 2024. This is a significant achievement, the result of 18 months of development, initially launched for our western market retail customers and soon to be expanded across other regions and to the B2B and SMP customers during Phase 1) The INSEE PRO system allows our customers to create and manage their own sales orders, payment management and access reports, improving efficiency and reducing manual processes. Phase 2) of INSEE PRO will focus on digitizing the delivery management process, enabling distributors to manage their deliveries independently. It will launch in 2025.

Siam City Cement (Bangladesh) Company Limited

1. Commercial

INSEE Bangladesh's foremost priority is centered around a comprehensive customer-centric approach, ensuring that every aspect of its operational improvement is directed towards creation of value satisfying the evolving needs and expectations of its customers. The Company seeks business opportunities and growth through fostering long-term relationships built on trust, responsiveness and a deep understanding of customer preferences, ensuring that all touchpoints, from procurement to after-sales support, reflect a commitment to excellence, maintaining quality standards and business and product innovation. INSEE Bangladesh's long-term market sustainability relies on optimizing its capacity towards the most profitable customer segments. As of 2024, INSEE Bangladesh holds a 1.30 percent market share, with B2C sales contributing the highest margins. The B2C segment, which represents approximately 82 percent of total sales including the export sales, a key focus area for business growth. INSEE Bangladesh aims to strengthen customer retention and build brand loyalty within this segment through targeted marketing, relationship-building efforts, customer centricity and responsive service.

Key markets, including Dhaka (Central), Comilla (East) and the North-West, are prioritized for B2C expansion. To solidify a premium market position, INSEE Bangladesh emphasizes a range of marketing programs and influencer-driven referral campaigns. In 2024, INSEE Bangladesh

introduced its Composite Cement, "INSEE ECO Plus+", to enhance its presence in the coastal regions of southern Bangladesh. This innovative initiative incorporates slag and fly ash as primary components. As a result, it offers a more environmentally friendly and sustainable solution for construction. With a target clinker factor (CF) of 45 percent, INSEE ECO Plus+ aims to significantly reduce the overall clinker factor, contributing to lower CO_2 emissions and advancing sustainability within the construction sector.

2. Operation

INSEE Bangladesh is committed to ensuring utmost operational efficiency, focusing on critical areas such as equipment reliability, process efficiency, product quality, production cost management and the development of both technical and leadership skills among its workforce. To facilitate this progress, two new management systems have been implemented: "INSEE Maintenance Plus" and "INSEE Operation Plus".

These systems are designed to enhance and sustain high operational performance within the Plant.

In 2024, the Company has made notable advancements compared to the same period in 2023. The achievement of 2024 compared to 2023 is Net Overall Equipment Efficiency (OEE) of 91.2 percent Vs 89.8 percent, Mean Time Between Failure (MTBF) of 297 Vs 178 hours.

Additionally, by changing the separator gear box, we were able to run the separator at 75 percent speed, resulting in improved efficiency. The increased airflow through the separator, reaching 115,020 m^3/h, enhanced the separation of fine materials and reduced the bypass percentage from 16.8 percent to 11.45 percent. This improvement meant fewer fine particles were recirculated back to the mill, significantly lowering the return feed rate. Consequently, the mill now processes more fresh feed, increasing production from 87.1 tph to 92 tph. With a reduced return feed, the mill operates closer to its optimal conditions, maximizing throughput and grinding more efficiently. This results in higher cement production with the same energy consumption, reducing energy costs per ton and boosting overall production efficiency.

3. Procurement and Logistics

The procurement department has achieved notable success by identifying cost-saving opportunities through proper supply chain management that includes the exploration of alternative sources and optimizing inventory management. This has been accomplished by reducing shipment sizes for raw materials, implementing effective planning strategies and thoroughly analyzing cost drivers. The procurement team actively collaborates with all internal stakeholders, including sales, logistics and operations, during monthly Sales and Operations (S&OP) meetings. Additionally, the department closely monitors the procurement and consumption of spare parts, which helps maintain positive cash flow and minimize working capital requirements. The team also initiates new projects aimed at reducing material acquisition costs through improved partnerships and collaboration.

4. Human Resources

INSEE Bangladesh places a strong emphasis on employee engagement, recognizing that motivated and involved employees are key to driving business success.

INSEE Bangladesh 's dedication to talent development is evident across various roles within the organization. INSEE Bangladesh demonstrates a strong commitment to talent development across all organizational levels. A thorough internal assessment process identified developmental needs through personality assessments, behavior-based discussions and 360-degree feedback. These insights helped craft Individual Development Plans (IDPs) tailored to specific roles, focusing on behavior coaching, skill enhancement and targeted training. This year, the Company launched the Potential Development Center, a program designed for skill and leadership growth. INSEE Bangladesh also revamped its performance management process, fostering accountability and aligning individual goals with Company objectives. Finally, partnerships with educational institutions through the INSEE Internship Program (IIP) helped recruit diverse young talent, while wellness programs expanded to include mental health and work-life balance initiatives.

5. Environment & Social

INSEE Bangladesh conducts its operations in Bangladesh with strict adherence to national laws and internal company policies concerning environmental, health and safety regulations. The Company is firmly committed to a "Zero Harm" philosophy, aiming to protect people, property and the environment. It also actively engages in Corporate Social Responsibility (CSR) activities within the community. The regional environment and social activities are designed in accordance with the Sustainable Ambition 2030.

INSEE Bangladesh's prime focus has been occupational health and safety. The introduction of new safety initiatives, including the Online SOT Reporting System, the Safety Roadshow program, the Last Step Behavior program, Contractor Safety Management (CSM), Management of Change (MOC), the Lifting Plan for non-routine lifting activities, safe procedures for truck tarpaulin tightening and the finalization and approval of the fire safety plan by the Fire Service and Civil Defense (FSCD), have all contributed to creating a safer work environment.

Despite of multidimensional initiatives to ensure the safety of the people, INSEE Bangladesh experienced one lost-time injuries (LTI) and one medical treatment injuries (MTI). In addition, two property damage incidents related to WL operations occurred. The unforeseen incidents heightened INSEE Bangladesh's awareness, driving a stronger commitment to future initiatives aimed at ensuring zero hazards within plant premises, with unwavering dedication to continuous safety enhancement. Effective measures have been taken to ensure zero hazard in upcoming year with the commitment of reinforcing top priority to occupational health

and safety. The Total Injury Frequency Rate (TIFR) stands at 1.79, which is still within the target. The Company continues to prioritize safety excellence.

Water consumption increased slightly from 10.4 L/Ton-Cement in 2023 to 11.3 L/Ton-Cement in 2024 due to less production volume. Waste management, including the disposal of used oil and acid through government-approved agencies, continues to maintain high standards of housekeeping.

As part of its CSR efforts, INSEE Bangladesh provides fresh drinking water to underprivileged communities and supports a local orphanage school in Mahmud Nagar, which has been served more than 400 students over the past 13 years. INSEE Bangladesh contributes approximately BDT 20,000 worth of foods and essential supplies for the school.

INSEE Bangladesh organized a CSR event at Beparipara Government Primary School, with Her Excellency the Thai Ambassador in attendance. This CSR initiative, the most successful in INSEE's history in Bangladesh, included maintenance of electrical and water supply lines to ensure a safe learning environment, repainting walls and repairing the main gate to improve the school's appearance, upgrading common facilities such as ceiling fans, pedestrian fans and chairs for the teachers' room, distribution of stationery supplies on behalf of the Thai Embassy.

Ready-mixed Concrete and Aggregates Business

Ready-mixed Concrete (INSEE Concrete)

INSEE Concrete undertook a significant network expansion in 2024, leveraging both Company-owned and franchise businesses to capitalize on market growth and enhance brand presence. Recognizing the increasing industrial activity in the Eastern Seaboard (ESB) and eastern Bangkok, driven particularly by Chinese investment, INSEE Concrete strategically commissioned new plants in Nongralok (Rayong province), Bangpu 4 (Samut Prakan province) and an onsite plant to serve the Omega project (Samut Prakan province). These locations are positioned to serve the growing demand in this key industrial corridor. Further expansion included new plants in Thalang 2 (Phuket province), catering to the resurgent tourism and construction sector and Aomnoi in western Bangkok, strengthening coverage in this rapidly developing area. Complementing these owned investments, INSEE Concrete significantly broadened its reach through the addition of 20 new franchises nationwide. This franchise expansion focused on high-growth markets, particularly the ESB, extending the INSEE Concrete brand and network while empowering local entrepreneurs.

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INSEE Aggregates

In 2024, INSEE Aggregates focused on two major developments. First, the Company will launch its innovative product, "SANDTEC". This is a sustainable alternative to natural sand that is used in concrete applications. This product launch is expected to reach a production volume of 70,000 tons in 2024 and 700,000 tons in 2025. Second, INSEE Aggregates will continue its expansion plans with the construction of a new quarry in Chonburi province, targeted for commercial launch in the middle of 2026. Currently underway is a project study for hard rock reserve in Saraburi province. This expansion will support the Company's long-term growth strategy and increase its market reach. These initiatives highlight INSEE Aggregates' commitment to innovation, sustainability and business growth expansion.

Waste Management and Industrial Services Segment

INSEE Ecocycle

Last year was pivotal for INSEE Ecocycle. It was characterized by significant achievements and strategic initiatives that reinforce our commitment to sustainable waste management and industrial services. Our ongoing emphasis was on innovation, expanding partnerships and operational excellence that highlights our dedication to delivering long-term value to all stakeholders.

Operational Excellence, Customer Focus and Growth

In Vietnam, INSEE Ecocycle made significant strides by replacing approximately 43 percent of fossil fuels with waste-derived alternative fuels, thanks to cross-team collaboration, efficient operations and continuous innovation. To meet the diverse needs of our customers, we emphasize a customer-centric culture, categorizing clients as key accounts or non-key accounts. Key accounts are further segmented into Platinum, Gold and Silver groups, each receiving tailored offerings to foster collaboration and growth. In 2024, we launched several customer-focused initiatives, including a referral program to encourage clients to promote INSEE Ecocycle and commit to sustainability by introducing potential customers, as well as an Environmental Activities Series and a Training Series covering legal and skill-based topics designed to raise environmental awareness at customer sites. Recognizing the importance of customer feedback for continuous improvement, we conducted a comprehensive survey in March 2024, engaging 96 participants through face-to-face interviews to gather valuable insights into waste treatment needs and future sustainability trends. This data is instrumental in aligning our services with customer expectations and making strategic decisions for long-term growth.

In Sri Lanka, INSEE Ecocycle is expanded resource recovery solutions by establishing a second Resource Recovery Center dedicated to handling Fast-Moving Consumer Goods (FMCG) waste for Nestlé Sri Lanka. This new center complements our existing facility, which primarily manages FMCG waste for Unilever Sri Lanka, reinforcing our commitment to sustainable waste management in the region.

Building Collaborative Networks for Environmental Action

Building collaborative networks for environmental action has been a cornerstone of INSEE Ecocycle's expansion in 2024. For the fifth consecutive year, we were selected by the Ministry of Commerce's Department of Intellectual Property in Thailand to manage the destruction of counterfeit goods in an environmentally sustainable manner. Our active participation in key industry and sustainability events has significantly strengthened relationships with industry leaders and regulatory bodies. Among our notable engagements are the Southern Innovation and Technology Expo (SITE 2024), the Oil & Gas Roadshow 2024-Thailand's largest Oil & Gas and Petrochemical event, the SEA of Solutions Conference hosted by the United Nations and the Lower Carbon Expo hosted by Chevron Thailand. We also took part as a keynote speaker at both the Fullerton Outlook 2024 Panel and the Thailand-Japan Environmental Seminar hosted by the Ministry of the Environment of Japan (MOEJ).

INSEE Ecocycle remains dedicated to embracing the principle of extended producer responsibility, collaborating with sustainability partners to achieve plastic neutrality goals. In 2024, we actively participated in the Post-Consumer Multi-Layer Plastic (MLP) Packaging Collection Pilot Project, contributing to the value chain through the sustainable disposal of multilayered packaging.

Additionally, we partnered with the independent research foundation SINTEF on the Ocean Plastic Turned into an Opportunity in Circular Economy (OPTOCE) project. This initiative focuses on transforming ocean plastic into a valuable resource by co-processing low-quality, non-recyclable plastic waste in cement kilns. The pilot results highlighted the potential of the Thai cement industry to address non-recyclable plastic waste management issues, ultimately preventing ocean pollution. To share insights on the project's progress, we co-organized a seminar featuring speakers from government agencies who discussed waste management policies, marine waste situations and guidelines for managing non-recyclable waste. Various stakeholders, including government agencies, research institutes, the education sector, manufacturers and the industrial sector, attended the event, fostering a diverse and collaborative atmosphere focused on sustainability and innovative waste management solutions.

Continuous Journey to Combat Plastic Pollution

Marine litter poses a significant threat to our oceans and ecosystems. INSEE Ecocycle addresses this issue through sustainable waste management initiatives like the production of Refuse-Derived Fuel (RDF) from municipal solid waste. This program transforms waste into energy, reducing plastic pollution while providing an alternative fuel for cement production.

In 2024, our employees, alongside members of the Royal Thai Fleet and participants from the OPTOCE seminar, conducted a beach cleanup at Dongtan Beach in Sattahip District, Chonburi province, on World Ocean Day. The volunteers cleaned a 1.2-kilometer stretch of beach, collecting 2,285 kilograms of trash. Over 2,000 kilograms of this waste were suitable for RDF and processed at the INSEE Ecocycle Plant, replacing coal in cement production.

We also collaborated with students from King Mongkut's University of Technology North Bangkok for a beach cleanup on International Coastal Cleanup Day 2024 in Rayong province. This event, which attracted approximately 3,400 volunteers, underscores the importance of waste segregation and environmental stewardship in keeping our coastlines clean.

Furthermore, INSEE Ecocycle partnered with a sustainability-focused organization to restore Khlong Khanom Jeen in Phra Nakhon Si Ayutthaya province. Volunteers segregated waste that had been collected, focusing on non-recyclable or low-value plastics, which were then converted into RDF at our Saraburi Plant. This RDF was co-processed in cement kilns, maximizing resource recovery and replacing coal.

In Sri Lanka, INSEE Ecocycle collaborated with the Plastic Free Rivers and Seas for South Asia (PLEASE) Project to reduce plastic pollution across the country. Funded by the World Bank and implemented by the South Asia Cooperative Environment Program (SACEP) with support from the United Nations Office for Project Services (UNOPS), the project aims to catalyze actions that reduce plastic pollution in South Asian seas. As part of this initiative, we inaugurated a women-led Material Recovery Facility (MRF) in Puttalam. This facility plays a crucial role in collecting, segregating, sorting and processing post-consumer plastic waste, significantly reducing environmental impact and advancing circular economy practices in Sri Lanka. Additionally, INSEE Ecocycle organized a series of beach cleanups to reduce marine plastic pollution further and educate the community on effective post-consumer plastic waste management.

Light Building Materials Segment

The Light Building Material Group made Research and Development a top priority in order to maintain our competitiveness in the market. New products launched in 2024 include;

- INSEE Mortar - Leader in floor solutions covering all applications from screeding to interior and exterior self-levelling with a focus on renovation and repairs.
- INSEE Superblock - R&D lightweight panels providing superior noise reduction.
- CONWOOD - Designed two new wall decorative products with different grooved lines and patterns to fulfill the creativity of designers and a new wooden light color to match the tone of trendy houses.

Report of the Risk Management Steering Committee

Dear Shareholders,

The Board of Directors of Siam City Cement Public Company Limited assigned the Group CEO to risk management by chairing the Risk Management Steering Committee (RMSC). RMSC comprised of Group Chief Executive Officer (also serving as Executive Director), Group Chief Performance and Sustainability Officer and Vice President, Finance.

In 2024, the RMSC conducted four meetings, with full attendance, consistently assessing Risks and Opportunities. Utilizing a comprehensive risk management framework, the committee considered macro-economic, commodity and currency, business portfolio, operational, financial, environmental, legal, including ESG related and emerging risk aspects. The objective was to ensure timely management actions, minimize risks and impacts, support strategic decisions and enhance overall company performance.

The RMSC reviews identified risks and opportunities quarterly, prioritizing them based on value, velocity, risk tolerance and key risk indicators. This information, along with major risks and mitigations, is regularly updated to the Audit Committee (AC) and the Board of Directors (BoD) during their quarterly meetings.

Key Activities of the RMSC:

1. **Business Risk Management (BRM) at Group company Level:**

- RMSC promotes risk awareness and identification at each Group company level and authorizes them to conduct a detailed business assessment, considering current and emerging risks and update mitigation actions and status, after considering inputs from the Executive Committee.

2. **Consolidation at Group Level with Detailed Action Plans by Country/GEXCO:**

- Country/Group company risk maps are consolidated at the Group level, providing an integrated view of risks alongside macro factors. RMSC offers insights and updated group risk maps are shared with Group companies for execution of mitigation actions.

3. **Quarterly Update to AC and Board:**

- The AC and BoD receive quarterly presentations on updated risk maps and mitigation actions.

4. Follow-up on Mitigation Actions:

- Group CEO and RMSC members regularly review the status of mitigation actions, seeking independent confirmation on high-risk items from Group Internal Audit and Compliance.

In conclusion, RMSC is confident that the Group's structured risk management is ingrained in SCCC's operational approach and the RMSC ensures a proactive response to risks and opportunities, aligning with our commitment to achieving sustainable business objectives in the long term.

Ranjan Sachdeva

Chairman of the Risk Management
Steering Committee

Risk Management

Siam City Cement Public Company Limited and its Group companies proactively manage risks and opportunities guided by a comprehensive framework and integrated governance approach. The Group diligently engage in identifying, assessing, understanding, prioritizing and ultimately mitigating business risks by a thorough analysis of current and emerging internal and external factors and various trends that could impact operations and performance. This exercise is done every quarter and risk are categorized into business, operational, financial, environmental, and social risk. The identified risks and opportunities are then mapped out based on their criticality and likelihood, which are reviewed by the Executive Committee of each operating company. The key risks and opportunities are consolidated at a Group level and Further review and amended with input from the Risk Management Steering Committee (RMSC) chaired by the Group Chief Executive Officer. Inputs from the RMSC are provided back to operating companies to ensure that we have shared visibility and develop risk management strategies to mitigate, transfer, or accept these risks and opportunities. This comprehensive approach enables each operating company to implement appropriate measures effectively.
To address these identified risks and opportunities, in 2024 SCCC and its Group companies has implemented the strategic project FIT+ program, focused on enhancing operational efficiency, optimizing commercial strategies and building a resilient, purpose-driven organization. Through the program, key risk indicators impacting company performance such as operating efficiency and costs, profitability, net working capital and free cash flow are rigorously tracked to ensure we keep an eye on volatile risks and adjust mitigation plan properly. We believe that these continuous improvement culture will enhance company resiliency and sustain long-term stakeholder value.

1. Business Risks

- **Sluggish Economic Growth and Competitive Intensity**

Sluggish economic growth rates and heightened competition in an oversupplied market pose significant challenges. Thailand's property and construction sectors continue to face difficulties due to high housing stock levels and elevated household debt. However, the tourism recovery, along with the timely approval and disbursement of the 2025 fiscal budget by the new cabinet, are expected to stimulate economic activity through increased government spending and investment. Moreover, Chinese Foreign Direct Investment (FDI) has the potential to drive Thailand's economic growth, especially in the Eastern Economic Corridor (EEC). This regional economic hub initiative has attracted Chinese investment, particularly in high-tech industries and logistics. Beyond the influx of Chinese manufacturers, the emergence of data centers and cloud services is adding demand for Industrial parks.

Regional economies are under strain from various factors, including political instability and a stressed real estate sector. Furthermore, intense competition from China, exacerbated by a stagnant Chinese real estate market and surplus cement flooding the export market, has added to the pressure. Weak private demand is anticipated to be partially offset by public infrastructure investments, though government stimulus measures are limited.

- **Geopolitical Conflicts**

Escalating geopolitical conflicts, including the Political Polarization in Eastern Europe conflict, coupled with trade tensions, pose significant risks to global supply chains. These disruptions could lead to financial instability, a slowdown in international trade and challenges in securing essential raw material imports.

- **Volatile Commodity Prices**

Commodity prices remain highly volatile, driven by geopolitical risks and disruptions from climate change, with an upward trend possible. Global coal prices are projected to remain relatively stable in 2025 as rising electricity demand in key economies balances with the gradual adoption of alternative fuels. In Asia, coal will continue to be a primary energy source for years. The supply outlook is positive and prices are expected to decline by the end of 2025.

To address uncertainties, SCCC Group actively manages inventory, closely monitors demand to avoid overstocking and emphasizes cost optimization through robust procurement strategies and efficiency improvements. Additionally, SCCC Group is increasing its reliance on alternative fuels, reducing dependence on traditional energy sources to mitigate risks associated with commodity price fluctuations.

- **Domestic Policy Rate**

Despite progress by major central banks in controlling inflation, significant disparities remain across global economies. Escalating tensions in the Eastern Europe pose a major threat to financial stability in the region. Lower interest rates in the U.S. have led to increased capital inflows into APAC, placing upward pressure on local currencies, which could hinder growth in export and tourism-dependent economies.

In Thailand, policy rates may see further downward adjustments but remain relatively high, adversely affecting retail demand and tightening liquidity. This situation places additional strain on private sector investments, limits business expansion, and reduces public purchasing power, particularly for real estate developers, due to increased financial costs.

- **High-level Debt**

The high level of household debt is a key factor impacting both economic growth and the cement industry. It leads to a reduction in consumer purchasing power, resulting in a slowdown in private sector investment, particularly in the real estate sector, which is a crucial market for the cement industry. Moreover, financial institutions may adopt stricter lending policies for long-term loans due to the increased risks associated with managing household debt. This tightening of credit will have a direct impact on the construction industry, as demand for cement in small and large-scale construction projects will likely decline significantly.

2. Financial Risk

- **Exchange Rate Risk**

The Group uses a natural hedging strategy, balancing imports with export revenue to mitigate net exposure. Negotiations with customers and settled payments from suppliers are made in local currency, supported by forward currency contracts. Overseas subsidiaries' financing in local currencies matches their incomes, while forward contracts hedge risks from foreign currency dividend incomes.

- **Interest Rate Risk**

SCCC Group are impacted by interest rate fluctuations, with potential volatility posing a risk in the form of increased expenses. To mitigate this risk, the Group minimizes exposure by maintaining a balanced mix of floating and fixed interest rates for financial assets and liabilities, ensuring alignment with prevailing market conditions.

- **Credit Risk**

Credit risks related to trade receivables are managed through control policies, daily monitoring of payment delays and various instruments like bank guarantees and credit insurance policies. Periodic credit assessments further mitigate these risks.

- **Liquidity Risk**

Energy cost volatility, coupled with economic volatility and deceleration, necessitates prudent liquidity management by SCCC Group. Investments are carefully evaluated and aligned with established strategic priorities. To ensure financial stability, the Treasury Department maintains sufficient cash reserves and both committed and uncommitted credit lines to meet financial obligations and address cash flow fluctuations. The Group's liquidity position is actively monitored to ensure resilience in the face of economic challenges.

3. Operational Risks

- **Occupational Health & Safety (OH&S) Management**

At SCCC Group, we have strictly adhered to the INSEE Group OH&S Management System and the "5 Cardinal Rules" to foster a sustainable and accident-free working environment. The ultimate goal is to achieve "Zero Harm to Anyone and Zero Fatality" throughout the year. The Group company has conducted regular safety audits and assessments to ensure compliance with the company's standards, ISO45001 and relevant laws.

In 2024, the Company launched the "Safety Garden Plus", a center for developing safety knowledge and skills for employees and contractors. The annual Contractor Safety Performance Ranking was also developed to help elevate the safety standards of business partners. The INSEE Road Safety Awareness Campaign was another significant initiative aimed at promoting road safety awareness. Various activities and projects have enhanced employees' and contractors' understanding of safety, enabling them to work more carefully.

Furthermore, the Company has prioritized the adoption of digital technology in safety management to improve efficiency and elevate organizational safety standards. Digital technology has enabled more effective safety management and collaboration among safety teams and stakeholders. Examples include piloting systems for inspecting tools and equipment, recording Safety Talk and training through the "Safety Passport" system and implementing automated alerts and tracking reports. Data collected from digital systems is analyzed to inform safety management decisions.

The Company has continued to develop the safety knowledge, skills and competencies of its workforce through programs such as "Last Step Behaviors", "Take-5 Risk Assessment", hazard identification and improvement activities and "Visible Felt Leadership". Ongoing improvements to machinery and work areas have also been made. These achievements reflect the Company's commitment to creating a safe working environment. The Company will continue to strive towards the goal of "Zero Harm to Anyone and Zero Fatality" in the coming years.

- **Energy and Raw Material Supply Risk**

The Company relies heavily on energy and mineral raw materials, where even minor changes in availability or pricing can significantly impact financial performance. Most cement production facilities are supplied with key mineral inputs such as limestone and shale from the Company-controlled quarries. These are secured through concessionary leases from governments, with operations dependent on strict compliance with concession terms, proactive stewardship and long-term planning for lease renewals.

For other materials and energy needs, production teams, supported by local and group procurement functions, proactively secure supply alternatives and implement measures to mitigate price fluctuations. Additionally, the Company's minority stakes in Thai coal companies help reduce energy supply risks.

In 2024, market prices experienced volatility due to widespread geopolitical conflicts, including the Political Polarization in Eastern Europe. These conflicts remain unresolved and are expected to have lasting effects. The slowing global economy and uncertainty surrounding government policies, particularly in an election year for several nations, including the U.S., add to the challenges. Climate change and unpredictable weather patterns further exacerbate supply chain risks.

In response, the Group continues to prioritize sustainable partnerships and seeks to expand market share domestically and internationally. Efforts focus on enhancing supply chain management, improving production efficiency and adopting alternative energy and raw materials to lower costs, reduce greenhouse gas emissions and diversify supply sources.

4. Regulatory Risks

The operations of SCCC Group concerns many regulations and so regulatory compliance is utterly imperative. Insufficient oversight may lead to instances such as permits expiring, leading to operation halt.

The Group, in turn, closely monitors and controls these risks, with risk personnel clearly defined and monitoring scheme clearly outlined. Measures to ensure compliance, including compliance matters meetings, are in place to better manage regulatory risks effectively.

5. Environmental and Social Risks

SCCC Group is committed to operating responsibly with a strong focus on environmental and social sustainability, aligned with the principles of sustainable development. This commitment is reflected in the Group company's business strategy, which integrates environmental stewardship and social responsibility into activities and projects that drive growth while promoting accountability toward the environment, society and community through robust Environmental, Social and Governance (ESG) practices.

Key environmental and social risks associated with quarry operations and cement manufacturing include biodiversity loss, land transformation, climate change, air emissions, energy and water consumption, wastewater, noise, industrial waste and community health and safety. To address these risks, the Group incorporates them into its risk assessments using internationally recognized standards, including ISO14001:2015 for Environmental Management and ISO26000 for Social Responsibility. The Company's efforts have been recognized with ongoing accolades, such as the CSR-DIW Continuous Award and CSR-DPIM Continuous Award.

SCCC's INSEE Sustainability Development Roadmap outlines strategic goals and initiatives in key areas:

1) Climate and Energy

2) Circular Economy

3) Biodiversity and Water

4) Occupational Health and Safety (OH&S)

5) Community and Stakeholder Engagement

In 2024, SCCC continued to demonstrate its commitment to sustainability by maintaining the Green Industry Level 5 (Green Network) certification, the highest ranking by Thailand's Ministry of Industry. The Company also participated in and was verified for various government-led environmental initiatives, including the Carbon Footprint Product Label, Carbon Footprint Reduction Label, Green Label, Environmental Product Declaration (EPD) and the SET ESG Ratings Award (AA Level). It achieved the Zero Waste to Landfill Standard and Waste Processor Standard (Gold Level) and received the Eco Factory for Waste Processor certification for sustainable industrial waste management.

Additionally, SCCC was named as one of the ESG100 companies for outstanding Environmental, Social and Governance performance. Through enhanced environmental management across its supply chain in 2024, the Company adopted eco-efficiency and impact evaluation methodologies to support sustainable growth.

Performance assessments in 2024 confirmed that

significant environmental and social risks were effectively managed, with no notable adverse impacts on the environment or surrounding communities. These efforts highlight SCCC Group's commitment to sustainable, responsible operations.

6. Investment Risks

SCCC Group acknowledges investment risks influenced by economic factors and profitability beyond our control. To mitigate these, we commit to allocating 60 percent of net profits for dividend distribution, adjusting this based on financial circumstances. Our consistent dividend fulfillment over our 50+ years and our listing on Thai Sustainability Investment (THSI) or SET ESG Ratings reflect our dedication to sustainable practices, forming part of our efforts to deliver sustained returns to investors.

7. Foreign Investment Risk

Operating internationally exposes SCCC Group to currency, political and economic risks inherent in diverse markets. To manage this, we maintain a diversified portfolio, align currency exposures with operational footprints, balance cash and debt positions for long-term liquidity and manage supply contracts to moderate exposure to commodity price fluctuations. Quarterly reviews by the Group Executive Committee address macroeconomic risks.

8. Emerging Risks

- **Trade Conflict**

The transition to a new administration in the United States introduces potential uncertainties surrounding trade policies, which could result in heightened trade conflicts. Changes in tariff structures, stricter trade regulations, or shifts in international trade agreements may disrupt global supply chains and impact cross-border trade flows.

Such policy adjustments could particularly affect industries dependent on U.S. exports or imports, leading to increased costs, delays and market volatility. Additionally, potential retaliation from trade partners may further amplify risks, creating challenges for businesses operating in export-oriented economies.

- **Property Crisis in China and Regional Impact**

The China property crisis continues to exert significant influence across the Asia-Pacific region, reshaping economic trends, investment strategies and geopolitical dynamics. The situation remains highly fluid, with governments and markets actively adjusting to these challenges.

The slowdown in China's real estate sector has dampened FDI across the region, prompting investors to adopt a more cautious approach. As a result, neighboring countries like Vietnam, Thailand and Indonesia may attract increased investment as companies seek more stable and resilient markets. Additionally, China's reduced demand for raw materials and construction-related imports has had a ripple effect on export-dependent

economies in the region, particularly those reliant on the commodity sector, compounding economic pressures for Asia-Pacific countries.

- **Technological Advancements and Cybersecurity Threats**

Risks from technological advancements encompass cybersecurity threats and market disruptions. We address cybersecurity through enhanced control and IT security governance. Adopting new commercial architecture and committees ensures our alignment with technological evolution.

- **Transition to a Low Carbon Economy**

Social and governmental policies aiming for a low carbon economy pose risks, including operational disruptions and increased costs. Transitioning demands substantial investments and careful adoption of new technologies, aligning with market demands emphasizing ESG considerations.

SCCC Group believes that future business opportunities must align with market demands driven by ESG considerations. A crucial aspect of this is exploring options in the construction system that can advance toward these goals, such as low carbon cement, waste reduction and prefabricated construction. Collaborative planning involving all stakeholders, including architects, designers, contractors and prefab component factories, is essential. This collaborative effort should be facilitated on a platform capable of addressing upcoming challenges and considering limitations in design, production, transportation and installation.

- **Natural Disasters**

Natural disasters, including cyclones, storm surges, riverbank erosion and landslides, pose recurring challenges to infrastructure and business operations. Certain regions have experienced severe flooding, highlighting the increasing unpredictability and inconsistency of weather patterns. This climate volatility is disrupting the smooth operation of businesses, creating challenges in maintaining stability and continuity in various sectors.

Aware of these risks, SCCC Group is proactively monitoring climate forecasts and developing strategic action plans to mitigate potential disruptions. To minimize the impact on sales, the Company is implementing measures to boost sales in vulnerable regions ahead of forecasted natural disasters. Additionally, SCCC Group is focusing on expanding its market presence in areas less affected by seasonal unpredictability, ensuring a more stable revenue stream and enhancing overall business resilience.

- **Rising Labor Cost**

The upward trend in minimum wages presents a significant risk to the cement industry, as many stages of the production process depend on labor. While some operations are largely automated, rising labor costs will increase the overall expenses for factories and other facilities.

The Cement Industry's Outlook 2025

The outlook is cautiously optimistic, though softened demand, reduced consumer purchasing power, escalating geopolitical instability and low investor confidence continue to challenge stable and sustained economic growth in the countries we operate. As we enter 2025, the following expectations arise:

- Thailand's cement demand growth is anticipated to be steady growth through 2025 fueled by growth in government spending on construction, guided largely by the Action Plan on Thailand Logistics Development 2023-2027. The focus will therefore be on megaprojects, most notably those connected to the development of the Eastern Economic Corridor (EEC). Private construction on both residential and commercial developments are expected to improve due to a better economic environment, strengthening consumer spending power and greater progress on government infrastructure projects. However, challenges will remain, notably in the form of the rising cost of labor and materials and high inventory in residential segment.

- While Vietnam's outlook for economic growth remains promising with strong government support for ambitious infrastructure investment, the cement industry is anticipated to remain challenging in 2025. The real estate sector and residential construction market continues to face difficulties, with improvement not expected until the end of 2025. Moreover, the oversupply and price competition within the Vietnam cement industry will continue due to low domestic and export demand.

- The demand for cement in Sri Lanka is showing encouraging indications of revival as the nation's economic recovery. The Gross Domestic Product (GDP) has grown by more than 4 percent over the last three quarters and this trend is expected to continue in 2025. More large-medium scale constructions, including infrastructural developments, will be driven by the development of the ports/shipping, tourism and other industries. Reduction of mortgage rates and increasing trend of in foreign remittances, will drive retail cement demand with increase of individual house builders.

- While Cambodia's economy is anticipated to experience gradual recovery in 2025, fueled by strong exports and a rebound in the tourism sector, cement demand is expected to see a mild recovery, driven by government road and bridge infrastructure projects cement consumption, which counterbalancing the economic instability, excessive supply of condominiums and residential properties.

- As the interest rate cut set to begin, this would significantly influence the construction industry. The lower financing costs and mortgage rate for construction companies and customers, will stimulate demand for private and public construction projects, more feasible for businesses to invest in expanding facilities, home buyers and real estate investors would be more inclined to enter the market.
  The Group would have more liquidity to invest and maintain financial stability during period of market and volatility.

We anticipate growing adoption of green products and a continued commitment to reducing CO_2 emissions in the region, for which we are well geared up to supply to the markets.

Oversupply and price competition will remain defining characteristics of regional markets, with vulnerability to geopolitical conflicts, supply chain disruption and energy price fluctuations. However, the medium to long-term growth prospects for the region remain robust, underpinned by underlying macroeconomic trends, including population and GDP growth in many of our markets. Governments are pushing forward with infrastructure development. Moreover, we anticipate growing adoption of green products and a continued commitment to reducing CO_2 emissions in the region, for which we are well geared up to supply to the markets.

3

Sustainable Development

Environmental. Social. Governance.

Report of the Sustainability Steering Committee

Dear Shareholders,

The Board of Directors approved the INSEE Sustainability Ambition 2030 pillars and targets in 2023 and assigned the Group CEO to establish the Sustainability Steering Committee (SSC) to ensure the successful journey.

In 2024, the SSC was given more specific focus by appointing Mr. Hemant Mudgal, Group Chief of Performance and Sustainability to chair this committee. Committee members communicated with Management and CEOs of entities in the Group to drive initiatives that are aligned with the SCCC Group's Sustainability Ambition 2030 as well as the Group Strategy and report back to the Board of Directors in various arrangement, such as, ESG projects and financial plans, ESG risks impacts and opportunities and report of the SSC.

Throughout the year 2024, the SSC held four fully attended working meetings, which were also joined by the CEO of Group companies and Country Sustainability Coordinators.

The Committee followed its Charter rigorously, focusing on key areas: Climate and Energy, Circular Economy, Biodiversity and Water, Community and Stakeholder Engagement and Occupational Health and Safety (OH&S). Sustainability has been seamlessly integrated into the Group's core business strategy, with each CEO, Country Sustainability Coordinator and Pillar Working Group member accountable for delivering on the targets set in the country-specific and Group-wide roadmaps.

Key activities of the SSC in 2024*:

1. **Driving the Sustainability Agenda Across the Group towards 2030 Targets:**

At Siam City Cement, our strong commitment to decarbonization has enabled us to achieve significant milestones. We have reduced CO_2 emissions to 562 kg per ton of cementitious, with a Clinker Factor of 69.2 percent and a Thermal Substitution Rate (TSR) of 28.5 percent, both surpassing the 2024 targets set for the entire Group.

Our biodiversity agenda continues to advance through ongoing engagement with the International Union for Conservation of Nature (IUCN). Additionally, business units are actively supporting our Net Positive Impact (NPI) journey, including the initiation of potential regional partnerships to strengthen our efforts.

This year, water consumption reached 245 liters per ton of cement, falling slightly short of our target. Similarly, the Lost Time Injury Frequency Rate (LTIFR) stood at 0.36. Improvement areas have been identified and stringent measures will be implemented in the coming year to address these gaps.

Through our community engagement programs, we remain committed to aligning activities with our engagement plans. By actively collaborating with stakeholders, we aim to build trust, foster partnerships and drive sustainable development, ensuring a lasting positive impact on the communities we serve.

2. Group Sustainability Policy:

Approved by the Board of Directors, the Group Sustainability Policy serves as the cornerstone of the Group's sustainability approach, ensuring the integration of sustainability principles into every aspect of our business operations.

3. Key ESG Recognitions in 2024:

- Siam City Cement Public Company Limited received an SET ESG Ratings of "AA", marking second consecutive years of this recognition from the Stock Exchange of Thailand.
- Siam City Cement Public Company Limited achieved a Corporate Governance Rating (CGR) of Thai Listed Companies 2024 at the "Excellent" level or "5-star" rating for nine consecutive years.

The Sustainability Steering Committee diligently oversees the effectiveness of ESG activities and governance across the Group, ensuring alignment with SCCC's commitment of **"Caring About Our Future"**, in which the Committee translates this commitment into tangible actions, reinforcing a steadfast focus on implementation that aligns with our corporate vision and mission.

Hemant Mudgal

Chairman of the Sustainability Steering Committee

**Details of information for governance, strategy, risk management, metrics and targets in relation to ESG appears in Sustainability Development section.

Sustainable Development

2024: A Year of ESG Commitment to Profitable and Sustainable Growth

At Siam City Cement (SCCC), also known as INSEE, we understand that cement is essential to building modern infrastructure, yet we are also highly aware of our responsibility in addressing climate change. As cement production is a significant source of greenhouse gas emissions, we are committed to transforming our processes to support global efforts in limiting temperature rise to 1.5 degrees Celsius.

Our Environmental, Social and Governance (ESG) practices are deeply integrated with our business growth strategy, driving us to enhance operational sustainability, reduce our carbon footprint and innovate for a greener future. By aligning business growth with ESG priorities, we are not only strengthening our resilience but also contributing meaningfully to the global climate agenda.

In alignment with the United Nations' Sustainable Development Goals (UN SDGs), SCCC is dedicated to advancing sustainability, particularly our decarbonization journey, through strategic partnerships with the Global Cement and Concrete Association (GCCA) and the Thailand Cement Manufacturers Association (TCMA). These collaborations have significantly bolstered our decarbonization efforts, addressing both the COP26 climate agreement and Thailand's ambitious Net Zero roadmap, which targets carbon neutrality by 2050 and Net Zero by 2065.
By leveraging global and national frameworks, we are accelerating our transition to low carbon solutions, ensuring our contributions align with international and local sustainability goals.

In 2021, guided by our INSEE Commitment to **"Caring about our Future"** – a principle deeply embedded in every SCCC employee - we launched the INSEE Sustainability Ambition 2030, a comprehensive framework with clear and actionable targets. Following a thorough assessment and evaluation in 2023, we have identified opportunities to elevate our sustainability ambition. By stretching our 2030 targets, we are positioning ourselves to deliver even more impactful decarbonization results, directly addressing one of the most urgent global challenges of our time.

- By 2030, we aim to reduce **CO_2 emissions (Scope 1)** across the Group to **<470 kg/ton CEM**, representing a large 25 percent reduction from our 2020 baseline.

- We have elevated our 2030 target for the use of **waste derived fuels** in our cement kilns to **over 1.4 million tons**, with a Group-wide Thermal Substitution Rate (TSR) goal set now at 40 percent.

- An aggressive new target for the use of **By-Products** (Fly ash, Slag, Gypsum etc) has been set at **over 1.7 million tons** in our operations, with a SCCC Group-wide Clinker Factor (CF) target of 65 percent.

Using 2020 as our baseline year, these ambitious targets emphasize our deep commitment to implementing effective decarbonization strategies across our cement and clinker operations.

When it comes to the impact on our environment, it is important for all of us to make a well-informed decision. INSEE Group has proudly declared that we are the first cement manufacturer in Thailand to acquire and promote **Environmental Product Declarations (EPD)** for clinker and all cement types. Additionally, products from INSEE overseas subsidiaries in Vietnam, Sri Lanka, Bangladesh and our business joint venture in Cambodia have also received EPD certification, underscoring INSEE Group's dedication to environmental stewardship.

EPDs demonstrate clarity in the environmental footprint of the Company's cement products and enables the transparent evaluation of cement solutions for project owners and the designers of these projects.

As we intensify our decarbonization effort Scope 2, in 2024, SCCC joined hands with B.Grimm Power, beginning the construction of its first-phase solar panel project at the Siam City Cement Plant in Kaeng Khoi district, Saraburi province, under the new joint venture **INSEE B.Grimm Solar Company Limited.** This clean energy initiative is expected to reduce carbon dioxide emissions by up to 54,000 tons annually, emphasizing the Group's strong commitment to reducing carbon dioxide emissions and **increasing the use of electricity from alternative energy sources in our Thailand's cement production to at least 50 percent by 2030.**

The Plant is expected to be completed by April 2025 and is scheduled to begin generating electricity for the SCCC facility in September the same year.

Image: Executives from both Siam City Cement and B.Grimm Power at a groundbreaking ceremony to mark the start of construction of INSEE B.Grimm Solar, which is expected to be completed by April 2025.

Throughout the Group, we are also working to **increase surface water utilization to over 45 percent of our total water consumption in manufacturing,** thereby safeguarding groundwater reserves and conserving clean water resources for future generations.

Our commitment also extends to creating a net-positive impact on biodiversity, in collaboration with the International Union for Conservation of Nature (IUCN) through the MoU the Group has signed with them.

Additionally, we maintain a **"Zero Harm"** objective for Occupational Health and Safety, aiming to protect not only our employees but also contractors, customers and suppliers. Furthermore, we actively strive to enhance the quality of life in the communities where we operate, in alignment with our sustainability policy, ensuring our actions contribute positively to their well-being and development.

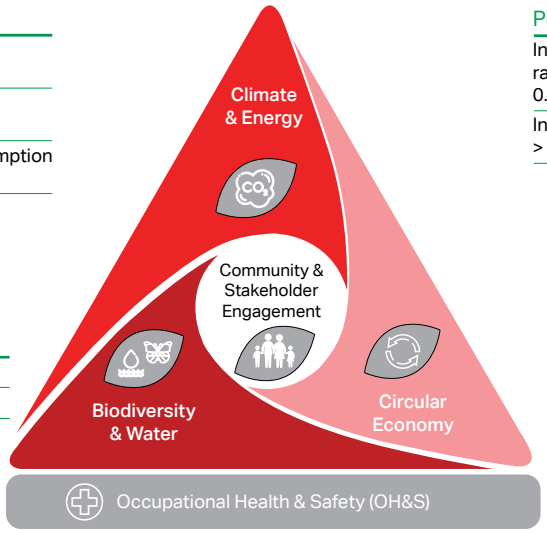
INSEE Sustainability Ambition 2030

Pillar 1: Climate & Energy

- Reduce our CO_2 emissions to less than 470 kg net CO_2/ton cementitious
- Reduce our specific electricity consumption by >10 percent
- Ensure at least 20 percent of electricity consumption comes from alternative energy sources

Pillar 2: Circular Economy

- Increase our usage of waste derived fuels and raw materials in clinker production from 0.5 million to > 1.4 million ton
- Increase by-product absorption (fly ash, slag) to > 1.7 million ton



Pillar 3: Biodiversity & Water

- Have a net-positive impact on biodiversity
- Preserve water in Company operations

Theme 2:

Community & Stakeholder Engagement

Continue to proactively engage with our communities and stakeholders

Theme 1:

Occupational Health & Safety

Our ambition is Zero Harm by 2030

SCCC continuously monitors and evaluates our progress against those targets and evolving risks to stay on track to our long-term goals. We then annually review and disclose our sustainability performance by integrating key non-financial metrics, performance indicators, climate risk assessment into our Annual Report and our website, in line with enhanced Stock Exchange of Thailand guidelines, Task Force on Climate-related Financial Disclosures (TCFD) standards and KPIs of Global Cement and Concrete Association (GCCA), as well as FTSE Russell disclosures requirements.

These metrics specifically address crucial aspects such as climate change, workplace safety and inclusivity within the workplace. To ensure comprehensive reporting, our Annual Report follows the **"GRI Standards"** established by the Global Reporting Initiative (GRI), with the GRI Index prominently featured in our disclosure. This reporting and disclosure commitment underscore our dedication to transparently communicating our sustainability efforts and achievements.

The Company follow ISO14001 standards in our environmental management, based on the latest ISO14001:2015 version, which includes all significant processes of our organization. This commitment aligns with our Sustainable Development Policy, establishing benchmarks for corporate governance and generating economic, environmental and social value.

To drive the agenda and our commitment to our established Sustainability Ambition 2030, INSEE has set up a **Sustainability Steering Committee (SSC)** consisting of two members of the Group Executive Committee and leaders in the organization. We have also assigned sustainability coordinators and working groups for each country to plan and track progress toward our yearly goals. The Board of directors has been updated on the work and progress of SSC at least twice a year.

Details on the sustainable development and environment policies can be found on the Company's website at https://investor.siamcitycement.com/en/sustainable-development/sd-policy

Our 2024 SD Performance Highlights Compare with the Sustianability Ambition 2030

	2030 Target	2024 Actual Performance
Environment		
CO_2 Emission (Scope 1)	< 470 CEM	562
% Clinker Factor	< 65%	69.2%
% Thermal Substitution Rate (TSR)	> 40%	28.55%
Usage of Waste Derived Fuels	> 1.4 mil ton	744,619 ton
Absorption of by-products	> 1.7 mil ton	992,167 ton
% Surface Water Utilization	> 45%	37.50%
Social		
Lost Time Injury Frequency Rate	Zero	0.36

More details of SD Performance Index can be found at Company's website at https://investor.siamcitycement.com/en/downloads/sd-reports

Governance

SCCC is ranked one of the top 405 Listed Companies with E**xcellent Corporate Governance Scoring**, according to the Corporate Governance Report of Thai Listed Companies 2024. The report was developed by The Thai Institute of Directors Association (IOD), with support from the Stock Exchange of Thailand (SET). This indicates the Company's commitment and achievement in sustainability performance in respect of Environment, Social and Governance (ESG). The commitment results in its sustainable growth and favorable long-term returns and values for investors and all stakeholders.

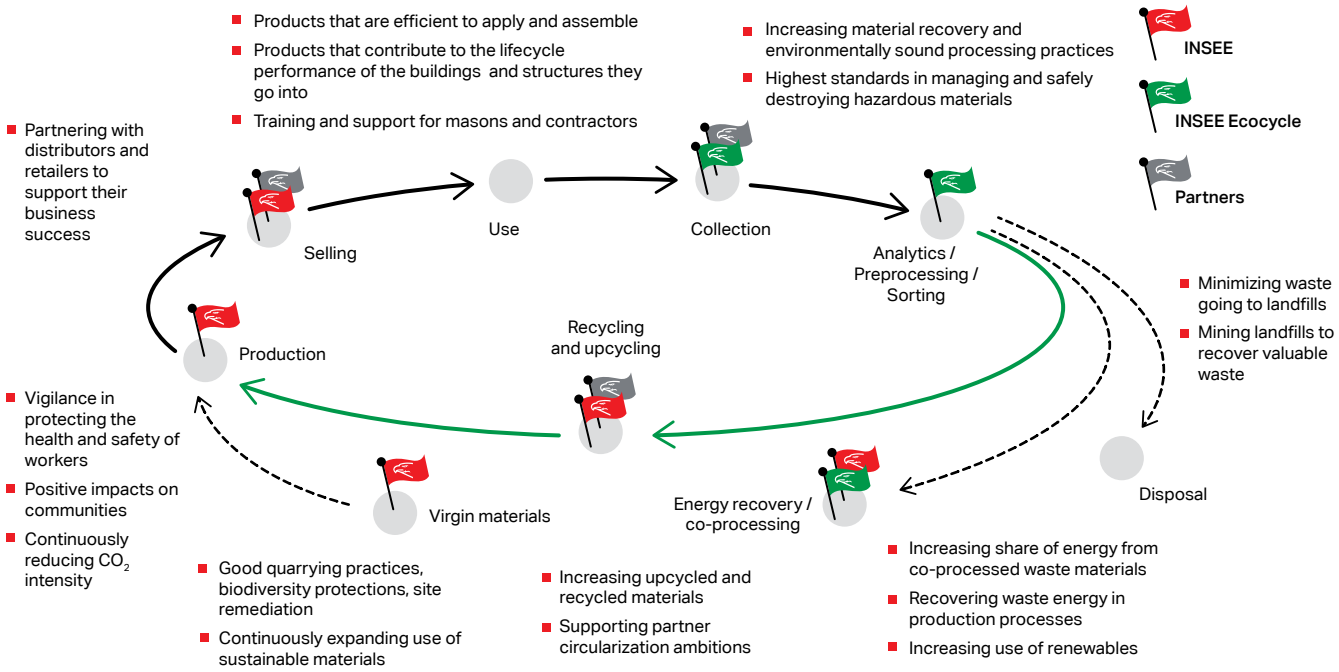
SCCC received the **SET ESG Ratings Awards 2024** (previously known as Thailand Sustainability Investment List or THSI) from the Stock Exchange of Thailand (SET), with SCCC being rated with an "AA" ESG ratings, under the Property and Construction sector, for two consecutive years. This recognition has reflected the Company's continued and strong commitment to sustainability and its ambitious goals of fostering its Environmental, Social and Governance (ESG) practices and integrates them as an essential part of the Company's business strategies and performance.

In 2024, SCCC has continued to be certified as a member of Thai Private Sector Collective Action Against Corruption (CAC), embodying a strong commitment to conducting business with integrity, transparency and a firm stance against corruption.

SCCC has been recognized as member of the FTSE4Good Index Series by FTSE Russell based on an assessment of its capabilities to operate in adherence to Environmental, Social and Governance (ESG) practices.

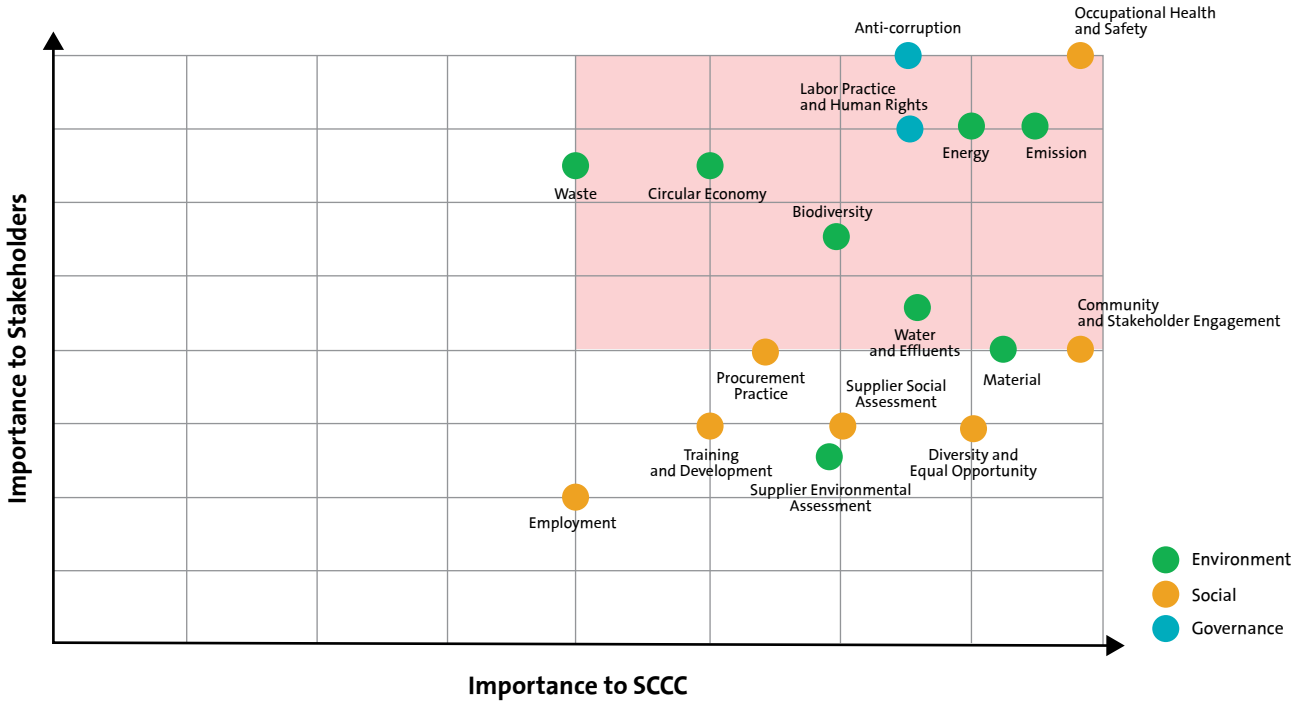
Sustainability Commitments throughout Our Business Value Chains

INSEE incorporates sustainability across our entire value chain, as illustrated below, to uphold the highest standards of good governance. Our aim is to minimize our environmental impact, follow international best practices and optimize production. Within this value chain, we remain dedicated to promoting the health and well-being of our workers, reducing our CO_2 emissions, optimizing energy use, positively impacting biodiversity and water conservation and actively engaging with communities and stakeholders.



ESG Materiality Assessment

INSEE regularly reviews the importance of sustainability issues to align with the direction of business operations with reference to the GRI Standards. SCCC has identified key materiality issues that are significant and areas where focus are needed for SCCC business operations as follows.



Read more about ESG Materiality Assessment on the Company's website at https://www.siamcitycement.com/en/esg/-esg-materiality-assessment

INSEE's Sustainability Focus Areas

1. Climate and Energy

Our SDG priorities

1.1 Ambition

Following the Global Cement and Concrete Association's road map, the decade between 2020 and 2030 is crucial for accelerating CO_2 emissions reduction through the following initiatives: increasing clinker substitution with SCM (Supplementary Cementing Materials); reducing fossil fuels consumptions and increasing the use of alternative fuels; reducing CO_2 emissions in concrete by reducing the cement with a better mix design and at the structural scale by optimizing the structures, using less concrete by element.

In this context INSEE Group has reviewed its Scope 1 roadmap ambition: **from 530 kg Net CO_2/ton cementitious materials originally defined to 470 kg Net CO_2/ton cementitious by year 2030**. This represents a reduction of 25 percent compared to 2020 reference year. This 2030 target is consistent with a pathway to 1.5 degrees by 2050 following the EIA (International Energy Agency) reports.

1.2 Strategy

To achieve this ambition there are necessary key focus areas for INSEE Group as follows,

- Further advances in our low carbon cement portfolio.
- The deployment of alternative energy sources, thermal and electrical.
- Ongoing efficiency improvements to strengthen the baseline and to reduce wasted energy along the production processes.
- Awareness and implantation of selected new technologies to support this ambition.

1.3 Performance and Outlook

Cement Portfolio, Clinker Factor Initiatives

Clinker Factor (CF) of INSEE Group has been reduced by 2.4 points compared to 2023 and 4.1 points compared to 2020 baseline. Progress has been made in INSEE Cement Thailand towards converting from Ordinary Portland Cement (OPC) to a lower carbon cement by the implementation of a separate limestone grinding system and the use of new grinding aids to continue the reduction of clinker in cements.

INSEE Vietnam also plays importance role in clinker factor reduction of INSEE Group via clinker reactivity improvements and product optimization through the application of new grinding aid technologies. The clinker factor of the main production Plant at Hon Chong was reduced by 3 percent from 2023 to 2024 and more than 7 percent since 2020. Vietnam continues to demonstrate the lowest CF in the Group, while maintaining the cement quality and meeting all customer expectations for cement performance.

For INSEE Lanka, a 0.6 point clinker factor reduction was achieved via almost 100 percent transition to a Portland Composite Cement (PCC) using fly ash and slag. High reactivity of produced and imported clinker is a key part of that success.

Chip Mong INSEE Cement Corporation (CMIC) increased limestone utilization in both bulk and bag cement with the help of good strength enhancing grinding aids. Together with product portfolio optimization, these helped achieve a 2.4 point CF reduction from 2023 to 2024.

The operations continue to focus on further clinker factor reduction, by focusing on clinker reactivity improvements, the application of new grinding aid technologies and the use of more supplementary cementitious materials in their products.

Thermal Energy Initiatives

Significant increases in Thermal Substitution Rate (TSR) were also achieved in INSEE Group this year, with total TSR increasing from 21 percent in 2023 to 28 percent in 2024, through the increased use of alternative fuels to replace coal. Alternative Fuel (AF) streams are typically comprised of waste materials from other Industries which are carefully managed through a variety of pre-processing quality control steps so they can be safely disposed of in the kiln system to recover their calorific value and replace coal. Biomass utilization which is considered as climate neutral is also increasing.

Thailand has made substantial improvements in TSR increasing from 11 percent (2022) to 17 percent (2023) and to 24 percent in 2024. Given the relative size of the Thailand operations in comparison to the overall Group, this represents a significant step change in terms of coal replacement and CO_2 reduction. Improvements have included a new sourcing strategy to increase and secure AF supply, improvements in pre-processing and kiln co-processing and AF dosing accuracy have been key initiatives to enable this improvement.

Substantial progress has continued at Vietnam, with alternative fuels exceeding 40 percent coal replacement in 2024 due to equipment upgrade projects and stable kin operations along the year. Relocation of AF feeding systems to optimize AF combustion have led to TSR of > 30 percent at Cambodia. An aggressive effort to reduce AF moisture content via solar drying efficiency improvements to reduce the moisture content of the AF streams have enabled the Sri Lanka operations to sustain TSR at > 40 percent.

With our TSR ambition 2030 of achieving the new Scope 1 target of 40 percent TSR across the INSEE Group, further operational efficiencies and new technologies are being actively considered and implemented.

Electrical Energy Initiatives

Electrical energy plays an important role in CO_2 Scope 2 emission and SCCC Thailand has developed a solar project and ground mounted solar PV project to enable the further use of renewable energy in their operations. In 2024, they are starting the first phase construction of a combined solar farm and solar rooftop facility which will reduce SCCC's CO_2 emission up to 54,000 ton per year and mitigate electricity cost increases.

1.4 Project Highlights in 2024

- **TSR Improvement - SCCC**

In alignment with our commitment to sustainability and carbon footprint reduction, Kiln 5, Kiln 6 and Kiln 3 underwent significant upgrades and operational improvements in 2024 to increase the Thermal Substitution Rate (TSR). This effort focused on the gradual integration of alternative fuels, particularly Industrial waste, RDF 3 and biomass, along with the installation of advanced systems such as

1) Enhanced feeder system at Kiln 5 by install 2nd bucket elevator +3.5 percent TSR

2) Integrated biomass feeding system at all kilns +2.5 percent TSR

3) Addressed operational bottlenecks and adding solid AF add to blend with raw coal +2 percent TSR

These initiatives led to an increase of +8 percent TSR and reduction of 26 kg net CO_2/ton clinker which equivalent to 3 percent reduction. The progress achieved in 2024 from 16 to 24 percent TSR sets a strong foundation for further TSR enhancement in the coming years.

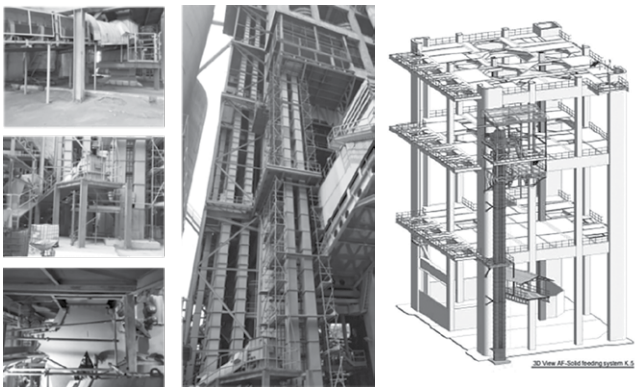


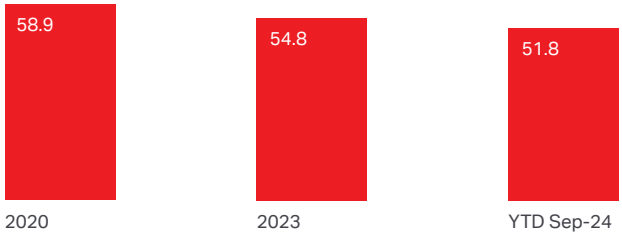
Image: 2nd Bucket elevator at Kiln 5

Image: Biomass feeding system at Kiln 6

- **Clinker Factor (CF) Reduction - INSEE Vietnam**

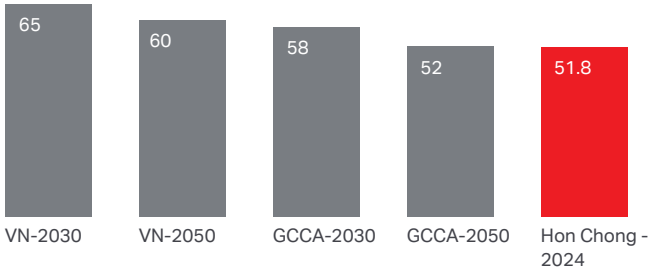
Thanks to clinker reactivity improvements and product optimization through Product Portfolio Management process, market quality benchmarking and cement formulation fine tuning, Hon Chong Plant has played a pivotal role in advancing clinker reduction efforts for INSEE Vietnam as well as the Group. We have successfully achieved the clinker factor at 51.8 percent by YTD September 2024, representing a reduction by over 7 percent since 2020 and by 3 percent versus 2023 which is equivalent to 28,000 ton of CO_2 reduction.

Hon Chong Plant CF reduction journey (%)



Moreover, the current clinker factor at Hon Chong (51.8 percent) at YTD September 2024 is notably lower than the Vietnam cement industry (*) and GCCA roadmap targets for 2030 and 2050, reflecting the plant's commitment to sustainable practices and efficiency. INSEE Vietnam continues to demonstrate the lowest CF in the Group, while maintaining the cement quality and meeting all customer expectations for cement performance.

Hon Chong CF in YTD September 2024 versus Vietnam cement roadmap & GCCA roadmap until 2050 (%)



(*) Vietnam cement industry roadmap for Clinker Factor reduction is stated in Decision 1266 of Vietnam's Prime Minister
(source: VNCA cement industry report by Dr. Luong Duc Long, CEMTECH 2022 conference in Hanoi)

For more details on our Climate and Energy, see our **Sustainability Performance Index 2024 and on the Company's website.**

2. Circular Economy

Our SDG priorities

2.1 Ambition

SCCC Group is driving circularity across our value chain to achieve operational decarbonization goals. By minimizing construction waste and extending the lifespan of buildings and infrastructure, we deliver innovative, sustainable solutions through our Green Portfolio, including hydraulic cement with reduced clinker content as an eco-friendly alternative to traditional portland cement.

One of the key actions driving circularity within our value chain is led by INSEE Ecocycle, a subsidiary specializing in waste management solutions. Since 2001, INSEE Ecocycle has been transforming waste into valuable resources through co-processing in cement kilns, eliminating waste without harmful emissions, reducing reliance on fossil fuels and minimizing environmental impact. Collaborating with government bodies and industries, INSEE Ecocycle sets benchmarks in hazardous waste management while aligning with the Sustainable Development Goals, focusing on climate action and circular resource use.

In addition, our commitment to circularity extends to efficient waste management through consistent production process improvements, optimizing the value of resources while reducing the need for raw material extraction. By utilizing by-products from various industries, we substitute finite natural resources and fossil fuels in cement production. This approach not only conserves resources but also addresses critical waste disposal challenges, further reinforcing our dedication to sustainable development and resource efficiency.

By 2030, our ambitious Circular Economy targets include significantly improving the sustainability of our clinker production processes. Specifically, we aim to increase the use of waste-derived fuels and raw materials in clinker production from 0.5 million tons to over 1.4 million tons. Additionally, we plan to boost by-product utilization—such as fly ash and slag—by 65 percent, reaching over 1.7 million tons annually to produce cementitious products. This strategy reflects our commitment to reducing environmental impact, promoting circular economy principles and advancing the responsible use of resources in cement production, contributing to a more sustainable and eco-friendly future.

2.2 Strategy

Our circularity strategy is built on reducing the reliance on primary raw materials and enhancing the longevity of structures built with our products. We are committed to promoting sustainability through the following key initiatives:

- **Promoting Circular Products and Alternative Fuels:** We focus on increasing the use of alternative fuels and incorporating circular products in our operations. This includes efforts to meet our thermal substitution and clinker factor targets, thereby reducing the consumption of virgin raw materials.

- **Reducing Carbon Footprint:** Through initiatives such as adopting hydraulic cement and closing the carbon loop, we aim to significantly lower our carbon emissions. These steps are part of our broader commitment to mitigating climate change and advancing sustainable construction practices.

- **Partnerships in Construction and Demolition Waste Management:** We are exploring partnerships across Southeast Asia to manage construction and demolition waste more effectively, ensuring that these materials are repurposed and reused in a circular economy framework.

- **Zero Waste to Landfill:** As part of our waste management strategy, we are focused on reducing waste at the source and ensuring that zero waste is sent to landfills. By implementing advanced recycling processes, we can divert significant amounts of waste from disposal.

2.3 Performance and Outlook

In 2024, the use of waste-derived fuels reached 744,619 tons, representing 53 percent of our 2030 target. Additionally, the utilization of by-products across the Group totaled 992,167 tons, achieving 42 percent of our 2030 goal.

INSEE Ecocycle plays a pivotal role in supporting our circular economy goals by treating waste materials from industrial sectors and post-consumer sources. A notable achievement is the production of Refuse-Derived Fuel (RDF) from municipal waste, which serves a dual purpose: preventing landfill overflow and marine pollution while providing an alternative energy source in our operations. Through these efforts, INSEE Ecocycle contributes to a more sustainable, resource-efficient future, helping to close the loop on waste and reduce the environmental impact of our business.

2.4 Project Highlights in 2024

Project 1: Driving Circularity Through Partnerships

INSEE Ecocycle supports Thailand's circular economy through collaborations with government, academia and private sector partners. Key initiatives include establishing drop-off points for materials such as single-use plastics, bras and lingerie, as well as spearheading innovative landfill mining projects to recover valuable resources. These actions align with our commitment to assisting sustainability partners in achieving their environmental and plastic neutrality goals.

Additionally, INSEE Ecocycle participated in the "Benefits and Best Practices on Co-Processing in Cement Kilns" session at the Workshop on Waste Management according to the Circular Economy with the Advantage of Co-Processing in Cement Kilns and Ocean Plastic Turned into an Opportunity in Circular Economy (OPTOCE) workshop. This platform enabled knowledge sharing on sustainable waste management and showcased

the pivotal role of co-processing in reducing environmental impacts and promoting circular economy principles.

For five consecutive years, INSEE Ecocycle has also been entrusted with the environmentally responsible destruction of counterfeit goods. By ensuring these items are safely and sustainably disposed of, we help protect intellectual property rights while minimizing environmental impact. Through these impactful projects and engagements, INSEE Ecocycle reinforces its commitment to innovation, resource recovery and sustainability leadership in Thailand.

Image: Honorable speakers from government agencies, research institutes and cement associations shared insights on waste management policies aligned with the circular economy approach, the current marine waste situation and strategies for managing non-recyclable waste.

Project 2: Sustainable Industrial Services and Innovative Solutions

As part of our circular economy initiatives, INSEE Ecocycle partners with industry leaders to support their sustainability goals and circular economy targets. Our innovative solutions focus on reducing environmental impact while ensuring operational efficiency and safety.

Key innovations include sustainable cleaning solutions for decontaminating oil and gas infrastructure, which minimize waste generation and enhance workplace safety. For example, our robotic tank cleaning technology, featuring advanced crawler robots, eliminates the need for human entry into hazardous environments, significantly enhancing safety while reducing waste and environmental impact. In addition to our work on handling decommissioned assets, electromotive cleaning is a novel process developed through a partnership between Chevron and INSEE Ecocycle to clean subsea pipelines and other assets requiring decommissioning. This electromotive process offers numerous advantages over conventional methods, enabling faster treatment of pipeline bundles, which improves efficiency and reduces costs. Furthermore, it generates significantly less liquid waste, minimizing environmental impact and reducing risks to workers.

Together with Chevron, we have created a sustainable solution for cleaning retired assets, bringing benefits to the oil and gas industry, the environment and society, both in Thailand and worldwide. These cutting-edge services align with our commitment to resource efficiency, waste minimization and sustainable industrial practices within the circular economy framework.

Image: At INSEE Ecocycle's Chonburi Plant, industrial cleaning specialists utilize advanced electromotive cleaning technology to decontaminate subsea pipelines, ensuring efficiency and environmental sustainability.

For more details on our Circular Economy, see our **Sustainability Performance Index 2024** and on the Company's website.

3. Biodiversity and Water

Our SDG priorities

3.1 Ambition

Water is a vital resource for development and is crucial in supporting biodiversity and human life. Unfortunately, it is plagued with issues of scarcity, which lead to biodiversity loss and negatively impact nutrient cycles within soils, plant life and essential food crops. These issues are interconnected and will assist in handling land erosion and the regulation of the quality and quantity of water. The conservation of water and biodiversity cannot be neglected. Therefore, we must adopt and emphasize best practices. Sustainable Development Goal (SDG) 17 proposed by the United Nations (UN) urges collective action toward ensuring clean water and sanitation security for all.

SCCC Group is committed to reducing specific water consumption by over 20 percent and increasing the use of surface water collection to over 45 percent by 2030. This target has been modified last year from the initial goal of 40 percent, reflecting our updated sustainability ambitions following a continuous review.

At INSEE, we recognize our impact on biodiversity value, as a Company active in mining. Therefore, to alleviate harm as much as possible, we diligently follow the mitigation hierarchy. Aiming to initially avoid, then minimize, rehabilitate and at the last resort off-set biodiversity impacts. In doing so, we work towards a Net Positive Impact (NPI) on biodiversity by 2030. We are currently exploring nature-based solutions such as artificial reefs to support marine habitats and mangrove nurseries, aligning with our climate and energy goals.

3.2 Strategy

Our strategy of following the mitigation hierarchy, prioritizing impact avoidance as the ideal option, followed by impact mitigation and rehabilitation and finally, once these options have been exhausted, biodiversity offsetting to cover any residual damage that cannot be otherwise addressed, is facilitated by experts at IUCN. INSEE has signed regional and country specific MOUs with IUCN for the period of 2021-2024. These documents detail locally specific agreements and roadmaps assisting sites in developing biodiversity action plans encapsulating site-specific measures and broader initiatives. To reduce water loss and identify opportunities for improving efficiency, such as

Optimizing cooling systems, we regularly perform water balance assessments following the guidelines and tools provided by the GCCA. In addition, we are increasing our efforts to capture surface water by building additional reservoirs, including ponds and quarry dewatering systems, with the goal of achieving over 45 percent surface water usage by 2030. By utilizing internal benchmarking and performance insights from industry leaders, we aim to consistently enhance our practices and, where feasible, surpass this target.

3.3 Performance and Outlook

In 2024, we continued collaborating with subject matter experts to validate the baseline of our biodiversity value, following the guidelines and tools provided by the Global Cement and Concrete Association (GCCA). With this foundation, we developed and refined our Biodiversity Management Plan (BMP) to ensure alignment with our NPI (Net Positive Impact) target. The BMP outlines site-specific solutions, taking into account the operational impact and guiding restoration and reclamation efforts to maximize biodiversity benefits. It also includes compensatory measures like biodiversity offset programs when necessary.

As part of their commitment, INSEE Lanka and IUCN have successfully completed the the 15th consecutive Annual Quarry Rehabilitation and Biodiversity Monitoring Program (ARP) at the quarry, a key activity that helps track and enhance the restoration of the local ecosystem. These efforts are directly aligned with the NPI goal, as they focus on restoring biodiversity and ensuring that mining activities contribute positively to environmental conservation. In addition to biodiversity monitoring, Sri Lanka has introduced an ongoing animal rescue and release program, which further supports wildlife protection. Looking ahead, the teams are preparing for the 16th year of comprehensive NPI and ARP assessments for both the quarry and biodiversity in 2025. They will also evaluate offset projects for mangroves and coral reefs, as well as conduct an ARP for the solar farm project. These initiatives play a vital role in

minimizing environmental impacts, helping to restore ecosystems and achieving the NPI target, with lasting benefits for Sri Lanka's biodiversity and natural resources.

Meanwhile, INSEE Vietnam's NPI 2030 Roadmap Action Plan Proposal was approved by the Vietnam Sustainable Development Steering Committee based on the findings of the biodiversity value survey. This plan was further reinforced with the signing of a MoU with the Southern Institute of Ecology (SIE), demonstrating INSEE's dedication to its successful implementation.

In 2024, INSEE Vietnam also signed an MoU with the Phu My Wetlands Nature Reserve to support ongoing efforts to restore wetland habitats by planting native trees. As part of this initiative, INSEE Vietnam contributed 37,000 native trees to aid in habitat restoration. Other activities under the NPI 2030 Roadmap include:

- Supporting local livelihoods through the purchase of sustainable products.
- Raising biodiversity awareness in collaboration with the Kien Giang Department of Natural Resources and Environment (DONRE) on Environment Day.
- INSEE Vietnam has engaged in discussions with the IUCN to participate in the Mekong Delta Coastal Habitat Conservation (MDC) project, where INSEE Vietnam would provide cement for the construction of artificial coral reefs in Kien Giang Province.

These actions underscore the Group Company's continued commitment to environmental sustainability and its proactive efforts to achieve a Net Positive Impact on Biodiversity by 2030.

Image: INSEE Volunteers in Vietnam joined planting tree program and handed over to Phu My NR's Director 37,000 local trees in October 2024.

3.4 Project Highlights of 2024

INSEE Lanka - National Recognition for INSEE's Cement's Sustainable Quarry Rehabilitation Practices

INSEE Cement is honored to have received 1st place in the "Best Rehabilitation Practices Mining Site" category from Sri Lanka's Geological Survey and Mines Bureau. This award, presented on World Environment Day 2024, acknowledges our leadership in implementing sustainable and environmentally responsible rehabilitation practices. This includes Sri Lanka's first-ever animal rescue and release initiative at the Aruwakkalu Quarry. Our achievement is a result of the dedicated efforts of our team and the strong collaboration with IUCN Sri Lanka, demonstrating our commitment to innovative environmental management.

INSEE Lanka - Biodiversity Conservation with Key Partners

In 2024, Sri Lanka made significant progress in biodiversity conservation through various restoration and protection initiatives. Artificial water ponds were created in quarry areas to provide crucial drinking water for wildlife, addressing dry conditions and supporting biodiversity. In partnership with the Coastal Conservation Department, mangrove restoration efforts in the Kalpitiya area focused on protecting coastal ecosystems, reducing erosion and fostering environmental sustainability. Additionally, our team in Sri Lanka successfully planted 1,000 rhizophora mucronate mangroves in the Koggala Lagoon near the INSEE Ruhunu Cement Plant to enhance coastal protection. Quarry restoration activities, following IUCN recommendations, involved planting over 6,000 plants, aiding ecological recovery and sustainable land use. Annual monitoring of these restoration efforts was conducted in June 2024 with IUCN, along with a biodiversity assessment and animal rescue program in December 2024

INSEE Vietnam - Key Initiatives for Water Management

A key initiative is the recycling of wastewater in the Waste Heat Recovery system, where the Hon Chong Plant treats and reuses 10,000–15,000 cubic meters of water annually. Additionally, domestic wastewater from the Hon Chong Plant and Cat Lai terminal is repurposed for various operational processes. Rainwater harvesting plays a crucial role, with nearly 1,000 cubic meters collected annually at the Cat Lai terminal to support grinding operations, while the Hiep Phuoc grinding Plant has utilized rainwater harvesting since 2020.

To further optimize water use, precise water consumption measurement systems have been implemented across INSEE Vietnam's facilities that monitor usage and identify opportunities for efficiency improvements. This focus on controlling water loss and tracking consumption has significantly reduced dependency on freshwater sources, promoting sustainable water practices. All treated wastewater meets or exceeds environmental standards before being discharged, ensuring the protection of local ecosystems.

Image: Output wastewater re-use in Waste Heat Recovery

SCCC - Key Initiatives for Biodiversity with Business Partners

The INSEE Green Heart Plus Club, in collaboration with the Ministry of Natural Resources and Environment, organized a successful activity focused on the preservation and restoration of mangrove forests in Rayong province. This event was a part of broader efforts to protect vital ecosystems. In a related development, SCCC took a leadership role in biodiversity and carbon reduction by launching a tree planting initiative, in partnership with Pruksa Holding and Diamond Building Products. This project aimed to further reduce carbon footprints while promoting biodiversity.

Additionally, in terms of quarry rehabilitation, 0.94 hectares of land were rehabilitated in 2024, contributing to the restoration of disturbed environments. Finally, a comprehensive biodiversity inventory was conducted with the help of local partner Kasetsart University and the results were shared with IUCN-Thailand, providing valuable data for ongoing conservation efforts.

SCCC - Key Initiatives for Water

One of the first actions was the implementation of a water meter improvement program aimed at increasing the accuracy and efficiency of water usage monitoring. In addition, a water leakage reporting campaign was launched to encourage proactive reporting of leaks and to help identify and address issues promptly. To further reduce water loss, a Variable Speed Drive (VSD) motor was introduced, optimizing water flow and minimizing leakage. The development of a mobile application for water meter recording was another innovative step, allowing for easier and more accurate tracking of water consumption. Lastly, the organization committed to a Zero Discharge project, focusing on eliminating wastewater discharge and ensuring that all water used is either treated or reused.

These initiatives have proven effective in achieving the goal of reducing specific water consumption by 20 percent and decreasing the use of surface water collection by 40 percent by 2030. These efforts collectively reflect a strong commitment to improving water efficiency and sustainability.

For more details on our Biodiversity and Water Performance, see our **Sustainability Performance Index 2024** and on the Company's website.

4. Occupational Health and Safety

Our SDG priorities

4.1 Ambition

At SCCC Group, we are dedicated to fostering a culture of safety and well-being across its operations. The Company's overarching goal is to achieve "Zero Harm", prioritizing the safety of its employees and stakeholders.

4.2 Strategy

While significant progress has been made, SCCC acknowledges ongoing challenges such as maintaining long-term focus on safety mindset and behavior, ensuring consistent reinforcement of safety messages across all levels of the organization and implementation of safety practices. The Group remains committed to addressing these challenges and further strengthening its OH&S performance.

"Safety is a core value at SCCC", said Eamon Ginley, INSEE Vietnam CEO. "We are proud of our achievements in 2024, but we recognize that there is always room for improvement. We will continue to invest in innovative solutions, empower our employees and collaborate with stakeholders to create a safer and healthier workplace."

4.3 Performance and Outlook

Our Group-wide OH&S workgroup, chaired by the Group CEO, continues to oversee the improvement of OH&S processes and systems, to keep up with global best practices and to assure OH&S capability building. Via a visible and felt leadership approach, positive reinforcement is practiced and prompt consequence management is used to address conduct breaches.

SCCC Group's Lost Time Injury Frequency Rate (LTIFR) is now at 0.36 against our zero target in 2030.

4.4 Project Highlights in 2024

Key achievements in 2024 included:

- **Digital Transformation:** The implementation of QR code-based equipment inspections has streamlined processes, improved accuracy and enhanced data-driven decision-making for better maintenance planning and ensuring instant transparency on the status of all OH&S related equipment and inspections required.

- **Road Safety:** The Group's road safety awareness campaign has promoted responsible driving behaviors, encouraged employees to adopt safe driving practices both on and off the job.

- **Collaborative Safety:** Inter-organizational audits and peer support have fostered a culture of continuous improvement and shared learning among SCCC's operating companies.

- **Advanced Technology:** The adoption of In-Vehicle Monitoring Systems has enhanced driver safety and provided real-time insights into vehicle performance and driver behavior.
- **Standardized Risk Assessment:** The standardization of risk assessment tools across the Group is underway to improve consistency and facilitated effective risk mitigation and control measures.

For more details on our OH&S Performance, see our **Sustainability Performance Index 2024** and on the Company's website.

5. Community and Stakeholder Engagement

Our SDG priorities

5.1 Ambition

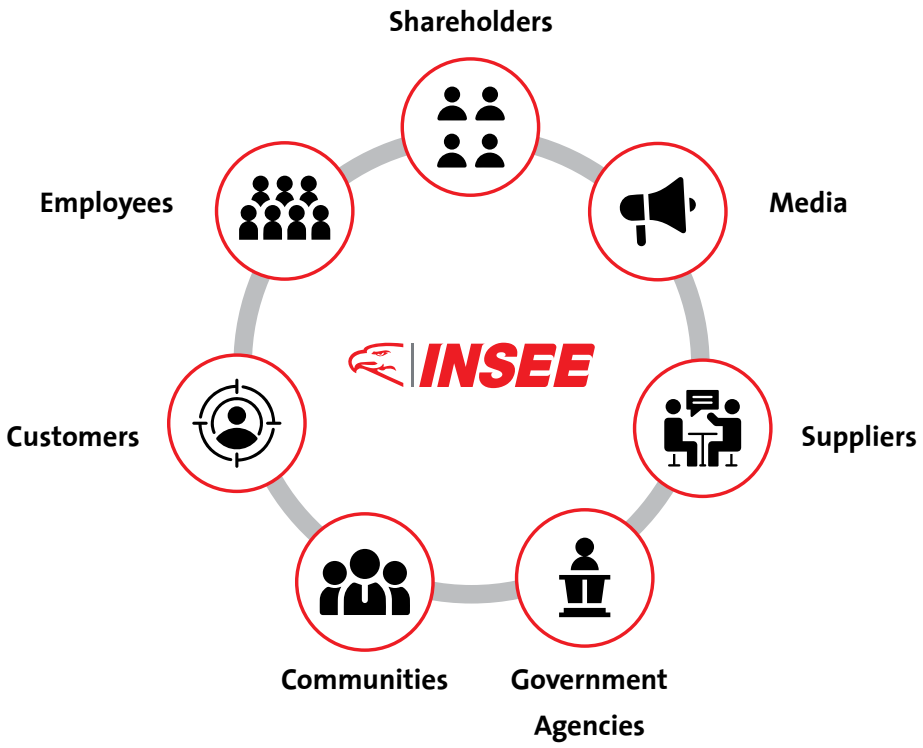
INSEE's ambition is to proactively engage with its communities and stakeholders.

SCCC Group respects the rights and interests of stakeholders by operating according to the process of engaging stakeholders in accordance with the AA1000 Stakeholder Engagement Standard (AA1000SES). The key principles include materiality assessment, inclusivity of stakeholders and responsiveness to stakeholders' expectations.

This is to acknowledge the feedback, opinions and recommendations of stakeholders towards the organization's business operations under both normal and crisis conditions. This is achieved through interviews, suggestion channels and complaint mechanisms provided by the organization, covering sustainability issues across three dimensions: Environmental, Social and Governance (ESG).

■ Classification of SCCC Group's Stakeholders

SCCC Group's stakeholders consist of individuals or entities affected, either positively or negatively, by SCCC Group's business activities, as well as those with the ability to influence SCCC Group's operations. These stakeholders, spanning across the past, present and future, can be classified into seven main categories: Employees, Customers, Communities, Goods and Service Suppliers, Shareholders, Government Agencies and Independent Organizations and Media.



Moreover, INSEE Group actively engages with identified groups of stakeholders to advance its Sustainability Ambition 2030. This commitment is reflected in a robust community and stakeholder engagement plan implemented across all sites, accompanied by regular assessments of the impact of these initiatives.

INSEE's community engagement efforts focus on key areas,

- Quality education through programs like enterprise vocational training and concrete mason skill development.
- Capacity building in climate and energy.
- Promoting circular economy practices.
- Conserving biodiversity and water.
- Enhancing Occupational Health and Safety for stakeholders.

These initiatives reflect the Group's commitment to responsible social and environmental operations, while also collaborating with stakeholders for long-term sustainability.

5.2 Strategy

Along the value chain, INSEE Group identifies the groups of stakeholders to ensure the effectiveness of our business operations by placing high value on information, suggestions and recommendations from key stakeholders. We analyze obtained information to formulate our engagement strategy to meet the requirements and expectations of stakeholders.

The following table gives an overview of the engagement strategy with our stakeholders:

Stakeholders	Objective/Expectation	Engagement Strategy
Employees	Create safe work environments and promote employee's health & wellbeing. Ensure equal opportunities and offer learning and career development within the workplace.	■ Develop leadership capabilities in supervisors to be more attentive to subordinates. ■ Promote engagement and two-way communications within the organization. ■ Develop a safety culture in the workplace and build awareness about the environmental impact of our business. ■ Conduct employee engagement survey to regularly listen to employees' opinions.

Stakeholders	Objective/Expectation	Engagement Strategy
Customers	Build and enhance long-term relationships with customers.	■ Arrange regular meetings and customer visits physically and virtually. ■ Develop communication channels, online sales and support system to increase speed, convenience and effectiveness to the customer's needs. ■ Provide customer training and knowledge sharing. ■ Constantly conduct surveys to listen to customer's opinions for continuous improvement.
Communities	Implement CSR-in-process to prevent or minimize operational impact on the communities, including creating projects to continuously support the communities' sustainable development the so-called CSR-after-process.	■ Regularly conduct surveys of communities' opinions. ■ Develop communication channels, both official and unofficial. ■ Arrange factory visits for community leaders and the public. ■ Promote the community's engagement and joint management in some important projects. ■ Create a fund for community development and environment, as well as community advisory panels.
Goods & Service Suppliers	Promote good collaboration and mutual support to create business opportunities and mutual growth.	■ Announce and implement the Suppliers Code of Conduct. ■ Announce and implement the Sustainable Procurement Policy and Guidelines. ■ Arrange meetings with suppliers to promote good. communications and training programs on various topics.
Shareholders	Carry out business operations with good corporate governance while building sustainable progress for the organization.	■ Organize the Annual Shareholders Meeting. ■ Regularly communicate and arrange field visits and participations in CSR and environmental projects.

Stakeholders	Objective/Expectation	Engagement Strategy
Government Agencies & Independent Organizations	Strictly adhere to the laws and ensure good cooperation with the government sector. Seek opportunities for joint activities and projects which are beneficial to the society and the nations.	■ Study legal implications and control all aspects of the business to ensure legal compliance. ■ Participate in meetings, seminars and forums with government agencies, as well as support official exhibitions and seminars. ■ Support and participate in projects for society and the nation as organized by the government sectors.
Media	Promote good understanding of the Company's operations, including policies and major projects so that the media is able to communicate them accurately to our stakeholders and the general public.	■ Regularly provide the media with information, operational facts and figures and progress of major projects. ■ Regularly arrange opportunities for the media to meet senior management, visit factory and participate in ESG-related activities.

5.3 Performance and Outlook

5.3.1 Communities

The SCCC Group ensures sustainable community growth by developing annual engagement plans for each business unit. These plans integrate Corporate Social Responsibility (CSR) initiatives during and after business operations, fostering open communication with local communities. By encouraging active participation in planning and executing development activities and leveraging the Group's expertise and resources, these initiatives contribute to the long-term development of both communities and society.

In Thailand, SCCC is deeply committed to engaging the Thai community in its low carbon cement journey by sharing expertise and collaborating with key stakeholders to drive sustainable change. A prime example is its partnership with vocational students nationwide through the annual **Vocational Education Commission Competition (VEC)**. Since 1995, this national cement and concrete skills competition has attracted over 432,000 participants, with SCCC proudly sponsoring the event using its low carbon cement and working alongside the Ministry of Education to promote education and skill development.

Recognizing the vital role of skilled masons in local communities, INSEE also partners with the Ministry of Labour to run the **INSEE Construction 4.0** program. This initiative enhances masons' existing expertise while equipping them with the latest knowledge and techniques in the evolving cement and concrete industry, ensuring they stay at the forefront of their craft. These efforts reflect SCCC Group's dedication to education, innovation and sustainable community development.

The focus on improving livelihood of communities is also the key agenda of INSEE Vietnam. One of the key events in 2024 is the contribution of a total 42.5 tons of cement donated for the Road No.11, Long Thoi Commune, Nha Be district, aiming to improve the quality of life for residents. Another highlight project is the Waste Exchange Program in Kien Luong district, Kien Giang province, where INSEE Vietnam's Hong Chong Plant coordinated with Department of Natural Resources and Environment in Kien Luong District and Duong Hoa Commune People's Committee to organize the program "Waste Exchange" to raise people's awareness about the act of waste sorting at source and the behavior of protecting our living environment.

In Sri Lanka, INSEE Lanka, in collaboration with the Sri Lanka Police, organized a beach clean-up along 10 locations from Negombo to Wattala for World Environment Day 2024. Over 2,000 participants, including police, community members, INSEE Lanka staff and students from 14 schools, joined the initiative to promote waste management and environmental conservation. Collected waste was sustainably managed through recycling and co-processing.
To further support the community, INSEE Lanka donated Sanstha Cement bags to aid infrastructure development in the participating schools.

5.3.2 Customers

Customer Relationship Management:
A Commitment to Sustainability and Innovation

At SCCC Group, building sustainable collaborations with our customers is central to our strategic mission. We recognize that true partnership extends beyond transactions; it involves nurturing long-term relationships anchored in shared environmental and social goals. Our commitment to understanding our customers' needs, delivering innovative and sustainable solutions and maintaining transparent communication forms the bedrock of our enduring partnerships. This dedication aligns seamlessly with our **INSEE Sustainability Ambition 2030**, which outlines our roadmap toward achieving environmental, social and government goals.

Image: SCCC and Pruksa Partner to Showcase Low Carbon Innovations and Combat Global Warming

Product Innovation for a Sustainable Future

The SCCC Group is committed to **continuous product innovation,** ensuring that we meet customer needs while lowering Carbon Dioxide (CO_2) emissions. Our focus on environmentally friendly products led to the introduction of **Low Carbon Cement**, also known as **hydraulic cement**, that minimizes energy consumption and significantly reduces CO_2 emissions during production. In Thailand, our **INSEE Petch Ngarn Thang Luang** cement, designed for road construction, significantly contributes to decarbonization efforts. This innovative product not only strengthens infrastructure but also reduces environmental impact.

In Vietnam, the development of **INSEE Stable Soil** enhances the durability and strength of soil used in infrastructure projects. This cost-effective, eco-friendly solution supports sustainable building practices, providing our customers with reliable products aligned with their sustainability goals.

Under the Light Building Materials (LBM) umbrella, we prioritize customer needs by developing tailored solutions. Recent innovations include **Self-leveling mortar** and ongoing development of **value-added products**, are all designed to enhance customer experience, meet evolving demands while advance our sustainability ambitions.

We also actively engage our customers in the importance of sustainability through initiatives like the **INSEE Business Forum, Industrial Sales Seminars** in Thailand and the **INSEE i2i Talks** and **Technical Workshops** in Vietnam. These events provide valuable insights into best practices, eco-friendly products and the broader benefits of sustainability in construction.

Our customers in Thailand have embraced sustainable cement solutions, contributing significantly to CO_2 reduction by opting for hydraulic cement. To recognize their commitment, we awarded **Letters of Recognition** in collaboration with the **Faculty of Engineering, Kasetsart University**, highlighting their positive environmental impact through CO_2 savings equivalent to trees saved. This celebration of partnership strengthens our collective journey toward decarbonization.

Image: SCCC Group recently joined hands with our customers, Pruksa Holding Public Company Limited and Diamond Building Products Public Company Limited, in our "Planting for A Better World" initiative.

Empowering Customers with Expert Support

Our responsibility extends beyond delivering innovative products; we are committed to empowering our customers to maximize the value of these solutions. **INSEE Technical Services offers tailored consulting,** from **product recommendations to custom solutions for specific building challenges**. Whether through on-site support or sustainability consulting, we aim to help our customers achieve optimal performance, cost-efficiency and compliance with sustainability standards.

SCCC Group is committed to enhancing customer experiences and continuously surpassing customer expectations. This is achieved not only through the expertise provided by INSEE technical consultants but also through the **Customer Service Center**, a one-stop solution offering centralized support. This centralized system ensures seamless engagement across all customer touchpoints, delivering a cohesive and responsive service experience. Our **Customer Satisfaction Index (CSI)** for 2024 in Thailand stands at an impressive 93.7 percent, surpassing our target of 90 percent. This achievement reflects our unwavering commitment to **enhancing customer experiences and swiftly addressing their needs**. It also highlights our dedication to exceeding expectations and ensuring that customer satisfaction remains at the forefront of our business priorities.

Standing Together: Compassion and Support in Times of Crisis

In moments of crisis, we stand shoulder to shoulder with our customers, employees and communities. During recent floods in Thailand, Vietnam and Bangladesh, the Company acted quickly to provide essential supplies and food items to those in need. In collaboration with our partners and INSEE Cement Thailand, Rattanamongkol Bangpa-in Transport Company Limited and Watcharasup Petroleum Company Limited, these donations were distributed through local government agencies to ensure timely and effective delivery to affected individuals. Relief aid has been distributed by the Company to those affected in the flood-stricken regions in Bangladesh and the employees of the INSEE family have donated one day's salary to support this initiative. In Vietnam, the money raised from donating within the Company to support flood victims to overcome the consequences of storms and floods. Standing side by side, sharing and caring with open hearts and a deep sense of unity reflect the beautiful stories of human kindness.

It's the collective strength of each individual that forms the solid foundation of INSEE. Together, we've created a positive and lasting impact, demonstrating how unity can inspire change that resonates far beyond the present moment.

Image: Reflecting our commitment to stand by communities in both good times and challenging moments, the Company provided essential supplies and food items to those in need.

5.3.3 Employees

Group Employee Engagement

SCCC Group has been conducting INSEE Employee Engagement Survey continuously since 2021 to listen to direct feedback and comments from employees within the group. Additionally, impact plans have been developed, focusing on areas that need improvement to directly foster employee engagement in the organization, both at the Company and Functional levels. In 2024, our Group Employee Engagement score stands at 79 percent (against target of 80 percent), and the results of the overall engagement survey with the factors affecting the score will be analyzed and used to develop Engagement Impact Plans. The aim is to elevate employee engagement and demonstrate a collaborative effort to create an organization in which all employees are engaged and work together to truly drive the organization's success.

SCCC Group prioritizes employee well-being by ensuring a safe work environment and promoting health and wellness. To foster a positive workplace, the Company organizes various activities aimed at enhancing employee happiness, including:

- Physical Health: Encouraging physical well-being through organized activities that promote exercise, along with providing employee benefits for access to fitness facilities and sport club. Annual health check-ups are also offered.
- Mental Health: Supporting mental well-being by fostering positive relationships within the organization, organizing team-building activities, promoting meditation practices and engaging employees in collaborative events.
- Financial Health: Enhancing financial well-being by offering education on financial planning and investment through provident funds and self-investment programs. Additionally, employees receive guidance on debt management through the Debt Clinic initiative.

These initiatives are designed to enhance employee well-being and create a supportive and positive workplace.

In 2024, the Company also organized activities with the aim of promoting INSEE engaging workplace, building collaborative teamwork among employees and further fostering their commitment to the organization, such as

1. Team Collaboration: One Team One Goal
2. INSEE People Fest 2024
3. INSEE Games 2024

Human Rights Practices at SCCC Group

Guided by the United Nations Guiding Principles (UNGP) on Human Rights, SCCC Group believes that our business can thrive only when the human rights are respected, advanced and upheld and that all relevant stakeholders uphold and comply to the same principles. Below are the Human Rights practice on employees of SCCC Group;

1. Protection of Employee Rights

At SCCC Group, we maintain a strict adherence of zero tolerance towards any form of discrimination or harassment. Our commitment entails respecting human rights and seeking to avoid involvement in human rights abuses, identifying, assessing and minimizing potential adverse impacts through due diligence and management of issues and resolving grievances from affected stakeholders effectively. We are committed to employing people solely based on their ability to do the job, prohibiting any discrimination based on race, color, age, gender, sexual orientation, gender identity and expression, ethnicity, religion, disability, family status, social origin and so on.

Our employee rights and their working conditions comply with labor standards of both domestic and international laws where SCCC operates. This includes embedding in our work culture the respect of rights inherent to all human beings, regardless of physical or mental status, race, nationality, country of origin, ethnicity, religion, gender, language, age, skin color, education, social status, culture, tradition or any other status as specified by laws of each country.

1.1 **Recruitment and Screening:** SCCC provides the opportunities to all applicants regardless of gender, sexual orientation, disability, education, race, age or religion, with fair and transparent recruitment and screening processes.

1.2 **Learning and Development:** Throughout their employment, all employees are provided with equal learning opportunities for self-development and are encouraged to have on-going conversation with their supervisor about their development journey.

1.3 **Fair Compensation:** SCCC ensures the pay is attractive to key talents in the market and employees are paid fairly and competitively.

1.4 **Performance Assessment:** SCCC is committed to driving employees to engage in a performance-driven culture where fair and transparent evaluation process are followed strictly.

1.5 **Termination and Separation:** SCCC ensures fair and transparent employee termination/separation, with appropriate consideration of organizational needs, transparent process and legal compliance, in line with the fair treatment and consistency of procedures.

1.6 **Culture of Diversity and Inclusion:** SCCC continuously promotes an inclusive work culture by including transparency, professional manner and equal opportunities in every activity we do, as well as provides the suitable communication channels in order to cascade the Management's direction and to continuously receive valuable feedback from employees.

2. Compliance and Accountability

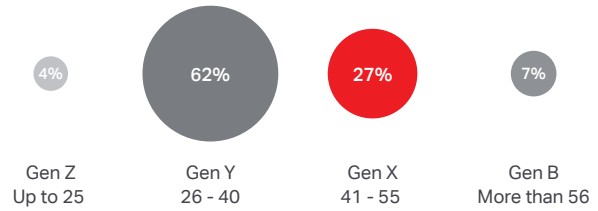
Every member of the Board of Directors, the Management team, employees and any individuals or entities representing or acting on behalf of SCCC are bound by a rigorous commitment to adhere to these principles.

Anyone found in violation of human rights will be subject to disciplinary measures as defined by SCCC and may face legal consequences if their actions contravene the law.

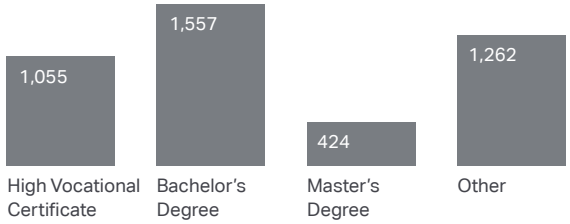
For more on Human Rights practices in SCCC Group, please see on the Company's website in Group Sustainability Policy, Business Code of Conduct, Group HR Policy and Supplier Code of Conduct.

Gender
Proportion of employees by level (person)

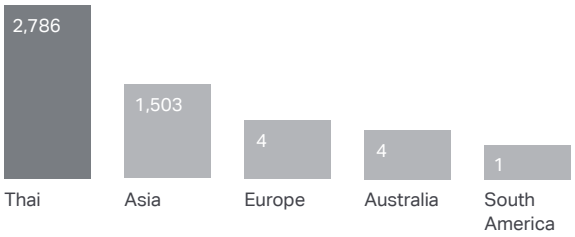
Age
Year old



Education
Person



Nationality
Person



Remark: The above is not inclusive of Lanna Resources Public Company Limited and Thai Agro Energy Public Company Limited, information for which can be found in the respective companies' 56-1 One Report.

Embedding Sustainability in Our Business Strategy

Siam City Cement Public Company Limited operates its business in alignment with the principles of governance and responsibilities towards society and the environment. The Company's Board of Directors has established the Sustainability Policy, which combines the sustainability principle with all aspects of business strategies, from economic, social, to environmental aspects, with the policy covering matters including reduction of CO_2 emission, reduction of electricity consumption, increase in usage of renewable energy, efficient resource management, efficient water usage in production, etc. The Board of Directors assigned Management to consistently monitors the performance on these fronts, adjusting our strategies to adapt to the ever-evolving business environment and set annual key performance for SD matters for Management across the Group.

The Company has established a sustainability risks and opportunities management and monitoring system, with the Board of Director providing strategic directions prioritizing ESG performance. The Board of Directors, to this end, has also established the Sustainability Steering Committee in 2023, which consists of high-level management personnel and representatives from relevant organizations, with the primary objectives being to drive sustainability policies and to identify, assess and manage sustainability risks and opportunities and their impact to the Company's business.

The Sustainability Steering Committee reports its ESG monitoring and relevant risk matters directly to the Group CEO and the Board of Directors consistently, in the interest of ensuring the Company's operation is in alignment with the established strategies and to adjust where they are required in relation to the current events. The Company also closely monitors and assesses ESG risks, with the Risk Mitigation Plan on hand to prepare for climate change risks, which covers assessment of risks and opportunities arising from climate change that may have impacts on the Group's business operation in accordance with the Task Force on Climate-related Financial Disclosure (TCFD). Further details can be found on page 137.

The Board of Director supports the Company's endeavor to effectively manage sustainability matters. This is reflected in sustainability matters being embedded in the Company's Business Plan and CAPEX, to ensure sustainability is a part of the Company's short term and long-term plans. Lastly, the Company is committed to sustainability in all dimensions of business operation, from economic, social, to environmental. Prioritizing sustainability is not only a part of the Company's overall strategy, but it is also one of the core principles on which decisions and operations of the Company are based. Our determination to consistently improve our strategy to effectively align with the ever-evolving global context continues to strengthen and so is our commitment to sustainable growth.

Task Force on Climate-related Financial Disclosures (TCFD)

International standard setters, regulators and investors call for TCFD reporting and more and more jurisdictions have TCFD-aligned reporting requirements (e.g., Hong Kong, Japan, New Zealand and Singapore in the APAC region). The TCFD-aligned information focusing on governance, strategy, risk management as well as updated metrics and targets (see table).

Governance Around Climate-related Risks and Opportunities

Disclosures	Annual Report 2024
■ Board's oversight of climate-related risks and opportunities	p. 136, 151
■ Management's role in assessing and managing climate-related risks and opportunities	p. 100-101

Strategy: Impacts of Climate-related Risks and Opportunities

Disclosures	SD / GCCA Index
■ Climate-related risks and opportunities SCCC have identified over the short, medium and long-term	p. 139-142
■ Impact of climate-related risks and opportunities on SCCC's business strategy and financial planning	p. 139-142

Risk Management: Identification, Assessment and Management of Climate-related Risks

Disclosures	Annual Report 2024
■ SCCC's processes for identifying and assessing climate-related risks	p. 100-101, 139-142
■ SCCC's processes for managing climate-related risk	p. 100-101, 143, 159
■ Integration of climate-related risks into SCCC's overall risk management	p. 100-101, 143, 159

Metrics and Targets used to Assess and Manage Relevant Climate-related Risks

Disclosures	Annual Report 2024 SD/ GCCA Index
■ Climate-related metrics	p. 106, 110-113
■ Disclosure of Scope 1 greenhouse gas emissions	p. 106, 110
■ Climate-related targets	p. 106, 110-113

Strategy: Impacts of Climate-related Risks and Opportunities

Global warming is one of the most urgent challenges the world is facing. If left unaddressed, it will impact both our climate system and the security of the population in general. Risks are related to deregulation of land and oceans temperatures; heat waves; drought; higher precipitation; and negative consequences across the food supply chain.

SCCC acknowledges the importance of this problem as well as the need to reduce carbon emissions and has developed a climate and energy ambition with Group and country-specific climate and energy roadmaps, targets and initiatives.

The most significant climate-related risks and impacts have been identified, reviewed and prioritized in line with the Business Risk Management the significance and likelihood were assessed based on the financial and reputational impacts considering different time horizons: short-term (until 2027), medium-term (until 2032) and long-term (after 2032). Focus of 2024 was to continue addressing risks and identifying opportunities.

Climate-related Risks and Opportunities Assessment Outcome

Risk type	**Risks / Opportunity**	**Time horizon**	**Description**	**Impact** (-) = negative impact (+) = positive impact
Physical risks				
Chronic & acute	Changes in weather patterns as well as increased severity and frequency of extreme events	Short/ Medium-term	Countries where SCCC operates are experiencing heavier rainfall and flooding and sea level rise. An increase in severity and frequency of extreme events will affect business operations due to the proximity of some plants to shorelines and rivers as well as soil erosion risks.	- The impact of changing weather patterns could affect our assets, production and potentially the market in some countries, increasing operating costs and negatively impacting our revenue. There may be a need to relocate at-risk assets. + Mitigation action such as flooding and landslide protection could lead to an increased demand for cement and concrete and may open up opportunities for more resilient infrastructure projects.

Risk type	Risks / Opportunity	Time horizon	Description	Impact (-) = negative impact (+) = positive impact
Transition risk				
Technology	Substitution of existing products and services with lower emission options	Short / Medium-term	Increasing demand and pressure from stakeholders for lower carbon intensity in cement and its associated semi-finished products, clinker content must be reduced continuously over time.	- Increasing demand of secondary materials associated with low carbon cement production such fly ash, alternative fuels and raw materials results material scarcity and increasing operational costs. + Opportunities arise from the low carbon product development, improvement, substitution and diversification of the product portfolio to meet market demands, without compromising excellent quality of our products in performance applications and be a competitive advantage.
Technology	Transition to lower emissions technology	Medium/ long-term	Require capitalizing in higher R&D cost, develop/ bring new technology to enhance low carbon product production.	- Increasing upfront capital investment to deploy low carbon emission technologies in operations and loss competitiveness if the technologies are operational less profitable and if customer continue to use high-carbon emission products. - Operation costs could rise periodically as companies adapt to working with new technology. + Gain competitive advantage on low-carbon process and product development and benefit from new technology adoption barrier.

Risk type	Risks / Opportunity	Time horizon	Description	Impact (-) = negative impact (+) = positive impact
Reputation	Changing public perception of the sector	Medium	Public sentiment around sustainability and climate change issues affects all value chain players. In addition, ESG including decarbonization capability issue become an increasing important factor for investors when making decisions about where to allocate their capital.	- Negative perceptions and result in reputational damage and influence customer decisions. - Not responding to the demand for low-carbon products combined with a curtailment of high-emission products could disrupt the business. + Positive perceptions/reputation create opportunities to attract customers, talent and investors.
Policy & Legal	Regulatory changes	Short-term	Experience mandated changes toward lower carbon products and services that conform with specifications, limits on certain materials/fuel.	- Introduction of new processes and regulations potentially leading to greater compliance costs and increased risks of fines and project implementation costs. - New product specification and regulatory compliance have to be met in order to secure funding from investors. + Anticipating new product specification provide the opportunity to expand the product portfolio and innovate new products ahead of peers.

Risk type	Risks / Opportunity	Time horizon	Description	Impact (-) = negative impact (+) = positive impact
Policy and Legal	Pricing of GHG emissions	Medium / long-term	A tax on GHG emissions is to be expected after 2025 in some of the countries where SCCC operates.	- Increased pricing of GHG emissions drives up relative operation and distribution costs, present significant cost burden and technical hurdles for implementation of carbon reduction facilities due to demands for Company to reduce operational emission. + New products and services with lower CO_2 emissions are seen as an opportunity to differentiate SCCC from other players. + Opportunities to commercialize CO_2 utilization, carbon credit from the CO_2 reduction implementation and offset some operational costs.
Market	Increasing cost of raw materials, shift in consumer preferences	Short / Medium-term	Market exposure to raw material volatility risks due to climate change, influence consumers to seek alternative or substitution material/ product options	- Increased energy prices and new raw material costs affect operational cost. + Changing demand could offer opportunities for demand generation in specialization and solutions, such as the expansion of low emissions products.

Risk Management: Identification, Management and Management of Climate-related Risks

The Board of Directors of Siam City Cement Public Company Limited establishes a risk governance structure by assuring risk assessment and management at all levels of the business, as well as awareness of and action on both risks and opportunities as they arise.

In 2024, we assessed climate-related risks and opportunities with representatives from our different operations in Thailand, Bangladesh, Cambodia, Sri Lanka and Vietnam. The risks were chosen based on the WBCSD Construction and Building Materials TCFD Preparer Forum and have been assessed the likelihood significance of physical and transitional risks at our different operations. The likelihood was thereby equated to time horizons, i.e., a risk is very likely if it occurs by 2027, potentially likely if it occurs between 2027-2032, less likely if it occurs after 2032. Significance was assessed in line with our Business Risk Management considering financial and reputational impacts. The outputs were approved by the Sustainability Steering Committee and the Board of Directors and are included in our risk and opportunity disclosure on page 137.

Group Management oversees risk management through working committees such as Investment Committee, CAPEX Committee, Sustainability Steering Committee. In addition, the Board of Directors and the Audit Committee set the agenda for reviewing risk identification and management of risk mitigation on a quarterly basis.

This process covers changes in market, competitive, operational, financial and talent conditions that potentially affect our performance and growth—positively or negatively—and review of actions to address changes. In 2024 the SD coordinators in each country reviewed the climate-related risks with the Business Risk Management Champions on a quarterly basis and the action plans defined for the most significant climate-related risks are reviewed at least on a yearly basis.

4

Corporate Governance

Internal Control

SCCC's Board of Directors (Board) prioritizes a robust internal control and risk management framework to safeguard shareholder interests and protect company assets. Our approach, underpinned by the principles of Governance, Risk and Compliance (GRC), integrates a comprehensive set of policies, procedures and minimum controls across the organization.

The Board entrusts the Audit Committee (AC) with supervising and overseeing the Company's internal control and risk management system, ensuring alignment with the Committee of Sponsoring Organizations of the Treadway Commission (COSO) principles and the Securities and Exchange Commission (SEC) guidelines. Central to this oversight is the Group Internal Audit and Compliance (GIAC) function, a seasoned team reporting directly to the AC. GIAC plays a pivotal role in:

- **Internal Controls:** Continuously assessing and enhancing internal controls to mitigate operational, financial and compliance risks.
- **Internal Audits:** Conducting independent audits to evaluate the effectiveness of controls and identify improvement opportunities.
- **Risk Management:** Participating in a comprehensive risk management program, including the identification, assessment and mitigation of emerging risks.

To further strengthen our risk management capabilities, SCCC employs a sophisticated Business Risk Management (BRM) system. By utilizing a risk heat map, we prioritize significant risks and implement effective mitigation strategies. The insights gained from the BRM process inform our annual internal audit plan, ensuring a proactive approach to risk management.

SCCC's Board recognizes the crucial role of internal controls in achieving our Environmental, Social and Governance (ESG) objectives. We are committed to implementing sustainable practices, fostering social responsibility and upholding strong governance standards.

Key Features of SCCC's Robust Internal Control System

- **A Foundation of Governance:** Our comprehensive GRC framework ensures a well-structured, aligned and transparent internal control environment.
- **Risk Navigation:** A proactive risk-based approach enables us to identify, assess and mitigate critical risks across strategic, operational, financial and compliance domains.
- **Technology as an Enabler:** Leveraging advanced technology, we optimize our operations for accuracy, efficiency and transparency.

- **Empowering Our People:** Regular training and effective communication empower our employees to uphold the highest standards of internal control.
- **A Culture of Integrity:** Our confidential whistleblowing channel, INSEE Speak Up, fosters a culture of ethical behavior and accountability.
- **Ethical Decision-Making:** A robust conflict of interest management framework safeguards our decision-making processes.
- **Continuous Evolution:** We are committed to ongoing improvement, adapting our internal controls to meet evolving business needs and regulatory requirements.

Fortifying Our Digital Fortress: A Commitment to IT Security

In today's rapidly evolving digital landscape, safeguarding sensitive data and critical systems is paramount. At SCCC, we prioritize the security of our IT infrastructure, including our Enterprise Resource Planning (ERP) system and other interconnected systems.

A Multi-Layered Defense Strategy

To protect our valuable assets, we have implemented a robust, multi-layered security strategy:

- **Cybersecurity Awareness:** Our employees are empowered with regular cybersecurity training to recognize and respond to potential threats. This fosters a culture of security awareness, making every employee a first line of defense.
- **Advanced Threat Detection:** Our Security Operations Center employs cutting-edge technology to monitor network traffic 24/7, detecting and responding to potential threats in real-time.
- **Proactive Vulnerability Assessment:** We conduct regular penetration testing to identify and address weaknesses in our systems, ensuring a proactive approach to security.
- **Robust Incident Response:** Our well-defined incident response plan enables us to swiftly contain and mitigate the impact of security breaches.
- **Data Privacy and Protection:** We prioritize data privacy and implement strict data protection measures to safeguard sensitive information.

A Foundation of Trust

Our commitment to IT security is unwavering. By investing in state-of-the-art technology, skilled professionals and continuous improvement, we are confident in our ability to protect our IT infrastructure and data. The Board of Directors affirms the effectiveness of our internal control system, which includes robust risk management practices to address potential threats and ensure business continuity.

The Appointment of the Head of Group Internal Audit and Compliance

In a strategic move to bolster our commitment to transparency, accountability and risk management, the Board, with the endorsement of the Audit Committee (AC), appointed Mr. Thomas Natter as the Head of Group Internal Audit and Compliance (Head of GIAC) since 2023.

Mr. Natter, a seasoned professional with an MBA from the University of Vienna and certifications as a Certified Internal Auditor (CIA) and Certified Information Systems Auditor (CISA), brings a wealth of experience from renowned firms. His deep understanding of our business operations, coupled with his expertise in internal auditing, positions him as the ideal candidate to lead our internal audit and compliance functions.

In his role, he continues to be responsible for:

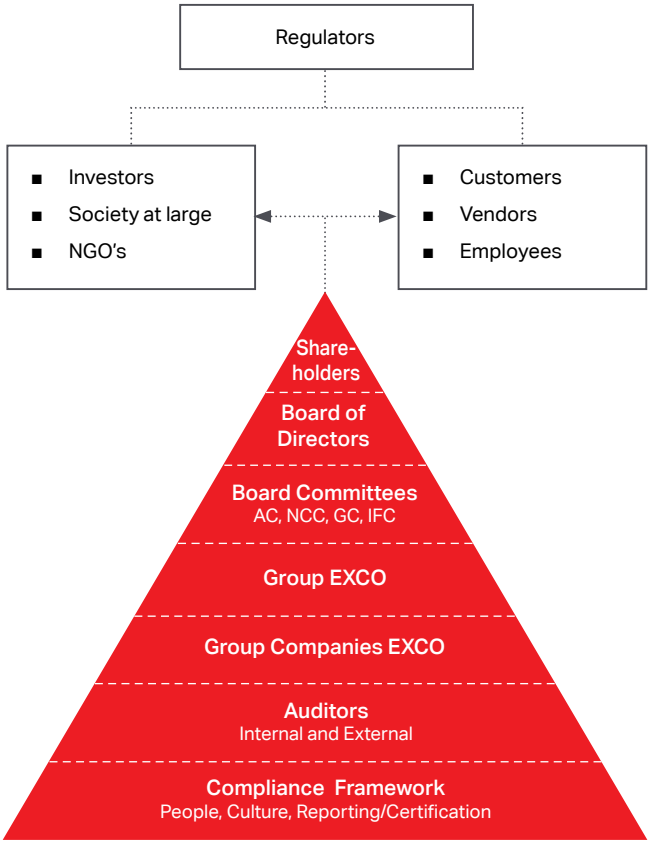
- **Charting the Course:** Develop and present the annual audit plan and budget for AC approval.
- **Leading the Charge:** Oversee the Internal Audit, Business Process and Compliance Advisory Departments.
- **Executing the Mission:** Implement the approved audit plan and address any additional assignments from the AC.
- **Keeping the Pulse:** Provide regular updates on internal audit reports and activities to the GEXCO and AC.
- **Building a Strong Team:** Recruit and retain top-tier audit professionals to maintain the highest standards.
- **Monitoring the Landscape:** Compile a comprehensive group compliance dashboard, highlighting potential risks to the GEXCO and AC.

Corporate Governance

Corporate Governance Policy

Siam City Cement Public Company Limited (SCCC) recognizes the importance of good governance and remains strongly committed to implementing and practicing Corporate Governance (CG) in all its operations. This commitment is aimed at achieving long-term sustainable growth and creating value for all stakeholders.

Governance, Risk and Compliance Framework



GRC Pillars (review annually or bi-annually)

- Organizational Regulations
- Code of Business Conduct
- AC, NCC, GC, IFC, GEXCO Charter
- Group Policy Landscape
- MOA: Group and Group companies
- Enterprise Risk Management
- Conflict of Interest, Related Party Transactions, Anti-Bribery & Corruption, Compliance Dashboard
- Whistleblower: INSEE Speak Up
- INSEE Minimum Controls (IMC)

SCCC continues to uphold good corporate governance and full compliance with the Corporate Governance Principles for Listed Companies 2017 issued by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET). The Company also adheres to regulations and guidelines from other organizations, including the Corporate Governance Report (CGR) by the Thai Institute of Directors (IOD) and the ASEAN Corporate Governance Scorecard (ACGS). To ensure compliance, the Governance Committee, under the direction of the Board of Directors, conducts an annual review of these regulations and guidelines.

Doing business ethically is the foundation on which the Company is built. Reflecting this core value, the Board of Directors has issued and maintained the Code of Business Conduct, which must be adhered to by directors, executives and employees at all levels to ensure the Company's sustainable growth. Additionally, the Company regularly reviews its framework Group Policy Landscape, corporate governance policies and Code of Business Conduct to ensure they remain effective and aligned with updated regulations, modern best practices and the current economic and social context. The Company also strives to continually raise awareness of business conduct among directors, executives and employees at all levels through internal communications and online training activities.

Overview of governance policies and practices concerning the Board of Directors, Subcommittees and Executives

The Nomination and Compensation Committee (NCC) is tasked by the Board of Directors with maintaining recruitment standards for the selection of directors that comply with relevant laws and regulations. This includes ensuring proper diversification in aspects such as, skill, gender, age and experience, which can bring the greatest benefit to the Group. The Committee is also responsible for maintaining a compensation scheme for directors that offers appropriate compensations based on each director's duties and responsibilities, relative to other organizations within the same industry and other relevant factors.

The Organizational Regulations (OR) were established to define the roles and responsibilities of the Board of Directors, Chairman and Vice-Chairman, Subcommittees (i.e. Audit Committee (AC), Nomination and Compensation Committee (NCC), Governance Committee (GC) and Investment and Finance Committee (IFC)), as well as the roles and responsibilities of the Group Executive Committee (GEXCO), Group Chief Executive Officer (GCEO) and Group Chief Financial Officer (GCFO). These roles are clearly defined to maintain a proper division of duties between the management and the directors. The Organizational Regulations, along with the Charters of Board Committees and GEXCO, are reviewed annually to ensure they reflect the current situation.

The Board of Directors encourages directors to participate in training and other educational activities. Site visits to the Group's business operations are also regularly arranged for directors. Directors' performance is evaluated annually; for more details, please refer to Section 5, Corporate Governance Policies and Practice (Full Version).

One of the highest priorities of the Board of Directors is building sustainability through good corporate governance. In striving for this objective, the Board of Directors has delegated the Sustainability Steering Committee to implement Environmental, Social and Governance (ESG) policies and directives. The Committee will coordinate with subsidiaries in all countries and oversee the Group's performance in alignment with the Sustainability Ambition 2030. Additionally, the Committee is also responsible for preparing and enhancing Group's disclosure in alignment with financial information disclosure standards related to future climate conditions. The Sustainability Steering Committee periodically reports its performance to the Board of Directors and shares relevant information with shareholders.

The Company has also established the Risk Management Steering Committee, responsible for overseeing the business risk management system through risk and opportunity assessments and closely monitoring risks. The Committee reports Key changes on risk to Audit Committee for their review and provides quarterly updates to the Board of Directors and shares relevant information with shareholders.

Supervision and nomination of directors and executives of subsidiaries and associated companies*

The Board of Directors is fully aware of its responsibilities in supervising each Group company. For nomination of directors and CEOs of Group companies, the GCEO shall propose qualified management candidates and experienced individuals for the CEO and director positions to the Nomination and Compensation Committee (NCC) for review. The NCC will review these proposals and make recommendations to the Board of Directors, as outlined in the Organization Regulation and related charters. Resolutions from the Board of Directors will be made in accordance with the internal and legal requirements, before being aligned with the legal framework of the Group companies. The Board of Directors of each Group company shall include

Remark

* The Company disclosed to the Stock Exchange of Thailand (SET) on 4 October 2024 the acquisition of new subsidiaries, both direct subsidiary, i.e., Lanna Resources Public Company Limited or LANNA and indirect subsidiary, i.e., Thai Agro Energy Public Company Limited or TAE. Such new subsidiaries are the result of acquisition of shares of other companies by mandatory tender offers. Shareholders and investors can see more details in the tender offer for the securities of LANNA and TAE, disclosed to the SET in 4th quarter of 2024.

Both LANNA and TAE are listed on the Stock Exchange of Thailand, they are subject to the same capital market regulations and corporate governance principles as the Company. Therefore, the Company believes in good faith that corporate governance of the new subsidiaries is reliable and provide overall beneficial to shareholders and stakeholders.

at least one member from the Group Executive Committee, who will serve as a Board Member to oversee the management of the Group companies on behalf of the Group Executive Committee.

For the supervision of Group companies, regular checks and balances are in place between the management of the Group companies and the Group Executive Committee. For example, quarterly meeting of the Board of Directors of the Group companies include standing agenda items on both business and compliance reviews, ensuring transparency in the management of the Group companies. The GCEO then reports to the Board of Directors on a quarterly basis.

Policies and practices concerning the shareholders and stakeholders

The Group remains vigilant regarding any potential impacts on stakeholders and strives to ensure fair treatment for all. To foster a strong corporate culture, the Board of Directors has authorized various policies aimed at ensuring fair treatment of shareholders and stakeholders. This include the following:

- Code of Business Conduct: In order to uphold the Company's commitment to good corporate governance, which seeks to build and maintain credibility among stakeholders, including shareholders and investors, all Group companies' Directors, Executives and Employees are required to conduct themselves with honesty and integrity.
- The Corporate Governance Policy: The policy addresses upholding and fairly treating shareholders' rights, encouraging the exercise of shareholders' rights, ensuring stakeholder accountability, fulfilling board obligations and maintaining transparent disclosure. It also includes measures to prevent the misuse of insider information and conflicts of interest.
- In addition to the aforementioned Code of Business Conduct and Corporate Governance Policy, the Board of Directors has approved the various relevant policies and directives, including the Sustainability Policy, which covers aspects such as Environmental, Social Responsibility and Human Rights; the Insider Trading Policy; the Conflict of Interest Policy; the Related Party Transaction Policy; the Risk Management Policy; the Whistleblowing Policy; and the Anti-Bribery and Anti-Corruption Policy, among others.

The Company was recertified by Thai Private Sector Collective Action Against Corruption (CAC), which it has consistently qualified since 2017. This achievement reflects SCCC's commitment to and compliance with anti-corruption guidelines. The Company remains dedicated to the principles of good corporate governance and business ethics, with a long-term focus on sustainable growth.

Significant changes and developments in policies, practices and corporate governance systems in the past year

In 2024, the Board of Directors conducted a review of the Group-level policy structure and approved a new version of the Sustainability Policy. This updated policy emphasizes integrating sustainability into all business operations of the Group, striving to balance economic growth, environmental preservation and social responsibility while adhering to international standards and supporting the Group's sustainability targets.

The Board also approved adjustments to several Group-level policies, including:

- Risk Management Policy: Updated to address climate-related risks and align with the Company's current management structure.
- Treasury Policy: Revised to better reflect the Company's current status.
- IT Policy: Expanded to include INDG's responsibility for production, server and infrastructure security.
- Cyber Emergency Response Team (CERT) and Incident Handling Policy: Enhanced to include damage analysis, potential actions and management of cyber insurance in the event of cyberattacks or ransomware incidents.

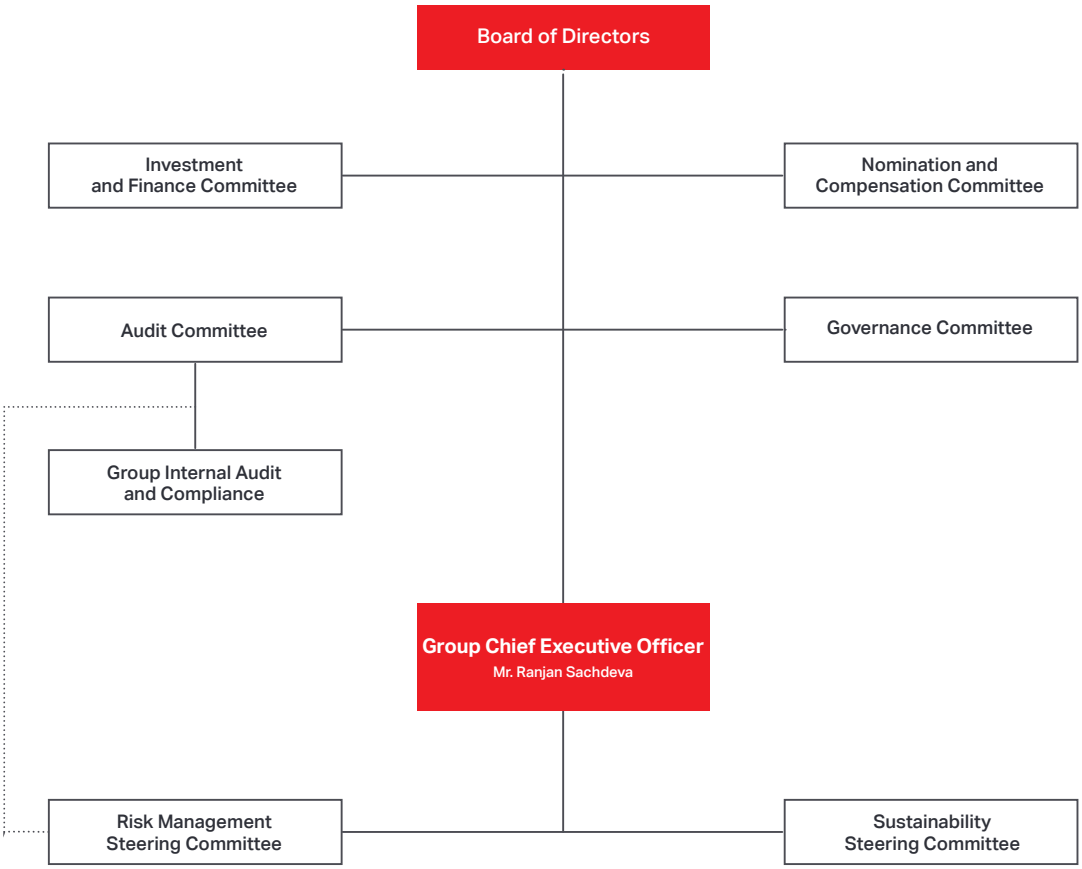
These updates reflect the Board of Directors' commitment to steering the Company in a direction that aligns with evolving demands and opportunities.

Details of the Policies and Practices Concerning the Corporate Governance (full version) are provided in Attachment 5.

Corporate Governance Structure

1. Corporate Governance Structure

The Corporate Governance structure of SCCC clearly separates the roles, duties and responsibilities between the Board of Directors (the Board) and the Management, ensuring balance of power, independence and transparent, auditable management. The corporate governance structure as of 31 December 2024 is illustrated in the following flowchart:



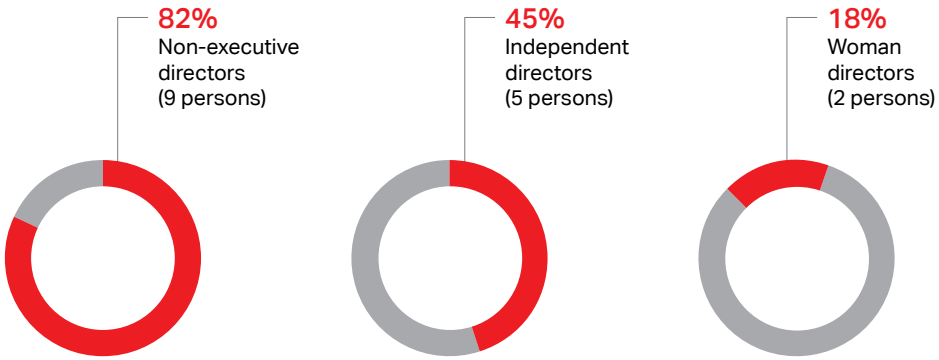
2. Information about the Board of Directors

2.1 Composition

The Board is composed of directors with diverse qualifications, competencies, independence and a balance of age, gender, skills and experiences. It includes an appropriate proportion of independent directors, with non-executive directors constituting more than half of the total Board members. The Board believes that its size and composition are well-suited to the business's size, type and complexity and that they are aligned with the principle of good corporate governance.

The Articles of Association stipulate that the Board of Directors must consist of no fewer than five and no more than 13 members. As of 31 December 2024, the Board comprises 11 directors, including two executives directors (the Group Chief Executive Officer (GCEO) and the CEO of Thailand Cement Business) and nine non-executive directors, five of whom are independent directors.

Authorized Directors as indicated on the Company Affidavit, are Mr. Paul Heinz Hugentobler, Mr. Ranjan Sachdeva, Mr. Montri Nithikul and Mr. Tinnawat Mahatharadol. The signatures of any two of them, along with the Company's seal, shall bind the Company.



2.2 Names of Directors

Non-Executive Directors

1. Mr. Paul Heinz Hugentobler
   Chairman

2. Ms. Nopporn Tirawattanagool
   Director

3. Mr. Tinnawat Mahatharadol
   Director

4. Mr. Siva Mahasandana
   Director

5. Dr. Sunee Sornchaitanasuk
   Independent Director

6. Mr. Charin Satchayan
   Independent Director

7. Mr. Robbert Egbert Johannes van der Feltz van der Sloot
   Independent Director

8. Mr. Onne van der Weijde
   Independent Director

9. Dr. Subhak Siwaraksa
   Independent Director *

Executive Directors

10. Mr. Ranjan Sachdeva
    Director and Group CEO and
    Group Chief Financial Officer

11. Mr. Montri Nithikul
    Director and CEO of Thailand Cement Business

The Company Secretary is Ms. Phatchada Muenthong.

2.3 Roles and Responsibilities of the Board of Directors

The Board fully understands its duties and responsibilities. The Company's Organizational Regulations clearly define the specific duties of the Board and Management. There is a distinct separation of roles and responsibilities between the Board and Management, as well as between the Chairman and the Group Chief Executive Officer. These roles are held by separate individuals, as required by the Organizational Regulations, to ensure a balance of power and transparency.

The Organizational Regulations clearly define the specific responsibilities of the Board and the Chairman.

Remark

* The director meets the qualifications for the position of independent director as specified by relevant organizations and was appointed to the role on 29 November 2024.

The general responsibilities of the Board include performing its duties in accordance with the law and the Company's Articles of Association, ensuring full compliance with good corporate governance and taking ultimate responsibility for the business direction and management of the administrative structure. Additionally, the Board is responsible for driving the Company's Sustainability Ambition 2030. It also oversees climate-related risks and opportunities while ensuring transparency and business efficiency.

The Chairman performs duties in accordance with relevant laws, leads the Board, coordinates tasks within the Board and ensures alignment of the Board Committees with the Board's and the Group's strategy. Additionally, the Chairman represents the Board in supervising the Group CEO to develop the Group's strategies and organization.

Details of roles and responsibilities of the Board of Directors and the Chairman of the Board can be found in Attachment 5 and on the Company's website.

3. Board Committees

Audit Committee (AC)

1. Dr. Sunee Sornchaitanasuk
   Chairperson (Independent Director)

2. Mr. Charin Satchayan
   Independent Director

3. Mr. Onne van der Weijde
   Independent Director

Ms. Chadaporn Thitisawat, Head of Internal Audit, serves as the Secretary of the AC.

The Audit Committee is composed of members with knowledge and experience in reviewing the Company's financial statements and understanding the Company's business. Two of the Audit Committee members, Dr. Sunee Sornchaitanasuk and Mr. Onne van der Weijde, hold degrees in accounting.

Nomination and Compensation Committee (NCC)

1. Mr. Paul Heinz Hugentobler
   Chairman

2. Mr. Tinnawat Mahatharadol
   Director

3. Mr. Robbert Egbert Johannes van der Feltz van der Sloot
   Independent Director

4. Dr. Subhak Siwaraksa
   Independent Director

Ms. Duangporn Boosarawongse, Chief Human Resources Officer Thailand, serves as the Secretary of the NCC.

Governance Committee (GC)

1. Mr. Charin Satchayan
   Chairman (Independent Director)

2. Dr. Subhak Siwaraksa
   Independent Director

3. Ms. Phatchada Muenthong
   Member

Ms. Phatchada Muenthong, Company Secretary, serves as the Secretary of the GC.

Investment and Finance Committee (IFC)

1. Mr. Onne van der Weijde
   Chairman (Independent Director)

2. Mr. Tinnawat Mahatharadol
   Director

Mr. Ranjan Sachdeva, Group CEO and Group Chief Financial Officer, serves as the Secretary of the IFC.

Roles and Responsibilities of the Board Committees

To ensure that the key business issues are thoroughly reviewed and considered, the Board of Directors established the Board Committees to scrutinize the important agendas and enhance efficiency of the Board. Each Board Committee is governed by its charter, which clearly defines its roles, duties, responsibilities, work procedures and meeting and reporting requirements.

Details of the Charters of the Board Committees can be found in Attachment 5 and on the Company's website.

4. Executives

4.1 Names of the Executives

The following four Executives are members of the Group Executive Committee as of 31 December 2024:

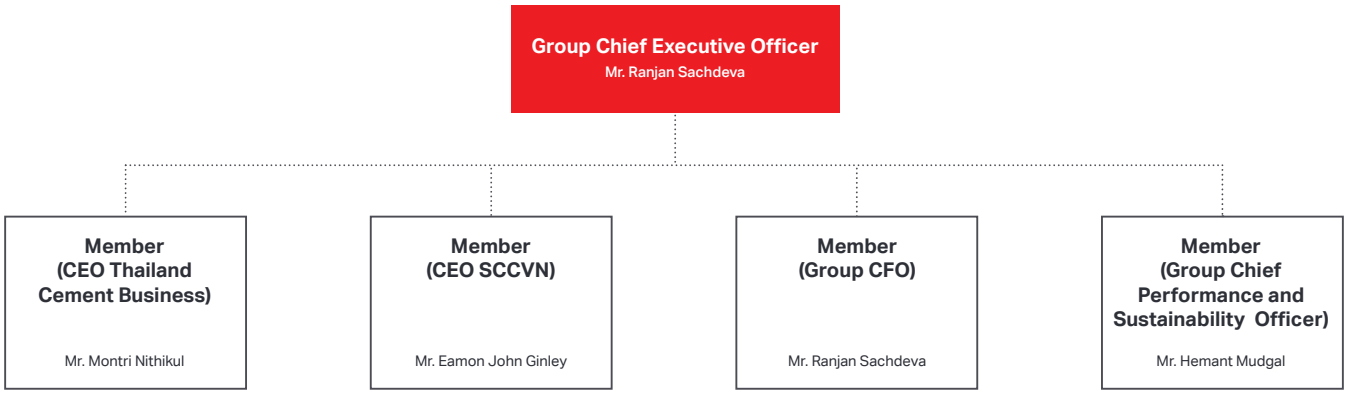
1. Mr. Ranjan Sachdeva
   Group Chief Executive Officer (Group CEO)
   Group Chief Financial Officer (Group CFO)

2. Mr. Montri Nithikul
   CEO of Thailand Cement Business

3. Mr. Eamon John Ginley
   CEO of Siam City Cement (Vietnam) Limited

4. Mr. Hemant Mudgal
   Group Chief Performance and Sustainability Officer

Group Executive Committee Structure



Remark:

The Board of Directors appointed Mr. Ranjan Sachdeva as the Group Chief Executive Officer, effective on 1 May 2024. He will also continue to serve as the Group Chief Financial Officer until the recruitment process for his successor is concluded.

Roles and Responsibilities of Group Executive Committee

The Group Executive Committee, or Management, is a collective of executives as defined by the Securities and Exchange Commission of Thailand. It oversees the operations of all Group Companies, as clearly assigned by the Board of Directors in the Charter of the Group Executive Committee. The Group CEO, who serves as the Chairman of the Group Executive Committee, is responsible for leading the Management and the CEOs of all Group companies. Additionally, the Group CEO nominates members of the Group Executive Committee for approval and appointment by the Board of Directors as directors of their respective Group companies. This ensures that key business matters of each Group company are discussed within the Group Executive Committee and are effectively monitored, supervised and audited. The Group CEO also communicates policies and directions from the Board of Directors and Board Committees to the CEOs of the Group companies.

To manage Group business, the Group Executive Committee uses management strategies that foster collaboration across the Group, aligning all entities toward a common direction. By leveraging the Company's experience, it provides support to Group companies to elevate and maintain operational standards. This approach ensures agility and adaptability in the face of changes, leading the Group to achieve sustainable development, even amidst global crises.

In addition, the Group CEO is tasked by the Board of Directors with ensuring that all Group companies adhere to the Sustainability Policy and fulfill the Sustainability Ambition 2030 through the operation of the Sustainability Steering Committee. The Group CEO also chairs the Risk Management Steering Committee to ensure that significant risks and opportunities related to market development, climate change and the objectives and strategy of the Group companies are effectively monitored and reported to the Board of Directors for timely interventions.

4.2 Policy on Remunerations of Executive Directors and Executives

The remunerations of the Executive Directors and Management of the Group companies are competitive with those of leading cement manufactures and are approved by the Board of Directors upon the recommendation of the NCC.

Short-term remunerations such as salary and annual performance bonuses, are based on the achievement of objective KPIs aligned with business performance and the Company's targeted ESG goals, such as reducing clinker factor and increasing Thermal Substitute Rate (TSR), etc. as well as the assessment of leadership competencies. The long-term incentive scheme is based on the review of performance indicators and is paid gradually over three years, promoting sustainable business growth. The Group's compensation policies and incentive programs are directed and approved by the Nomination and Compensation Committee (the NCC), as explicitly delegated by the Board.

4.3 Total Remunerations of Executive Directors and Executives Received from the Company and the Subsidiaries

For the year 2024, the Executives under the SEC regulations received total remuneration of THB 121,045,861, which represented 2.77 percent of the total remunerations of the Group. The main component of the total remunerations included salary and the performance bonus for the previous year. Other remunerations included the Company's contribution to the provident fund, amounting to THB 1,541,124, as well as company cars. The Executives did not receive any remuneration for their roles as directors of the Company and its subsidiaries. This remuneration does not include the remuneration from companies under Lanna Resources Public Company Limited and Thai Agro Energy Company Limited.

The accrued amount of remuneration represents the performance bonus of the previous year, equaling THB 43,927,929. For Executives, this bonus is approved by the Nomination and Compensation Committee. For Executive Directors, this bonus is approved by the Board of Directors, with recommendation by the Nomination and Compensation Committee.

5. Personnel

At the end of 2024, SCCC Group had a total of 5,133 employees, with total remuneration to THB 4,508,692,828. The remunerations include salary, overtime, bonuses and contributions to social security and provident fund. The remuneration ratio of female employees to male employees is 19.81.

Number of employees under each business segment, categorized per revenue structure

Segment	Number of Employees (persons)
Cement	2,639
Concrete and Aggregates	743
Waste Management and Industrial Service	218
Light Building Materials	652
Energy	835
Others	46
Total	5,133

Remark: Energy segment was set after the restructuring of Group Business Portfolio in late 2024. Therefore, the employees' remuneration, including that of companies under Lanna Resources Public Company Limited and Thai Agro Energy Public Company Limited, was adjusted accordingly in the fourth quarter of 2024.

Provident Fund

The Company's policy is to support the Provident Fund Committee in adhering to the Investment Governance Code (the "I Code") and to encourage the Committee to select a Fund Manager who manages the Fund with a focus on Environmental, Social (ESG) dimensions, using the I Code as a principle to create long-term benefits for the members, who are the Company's employees. The provident fund serves as a retirement savings fund for employees. In the past year, a total of 62.13 percent of employees of the Group have participated in the provident fund. The Company also provided employees with the opportunity to choose their investment portfolio through INSEE Choice, based on individual objectives.

Remark: This includes employees of Lanna Resources Public Company Limited and Thai Agro Energy Company Public Company Limited.

Policy and Approach to People Development

SCCC firmly believes that the development and growth of its employees form the foundation of organizational success. To this end, the Company conducts a comprehensive Learning Needs Analysis to identify and address gaps in employees' skills, knowledge and capabilities that require further development. Training programs are carefully designed based on data from individual employee skill assessments, organizational challenges and business strategies. Each program emphasizes the enhancement of INSEE Competency, which includes Core Competency for employees at all levels and Leadership Competency for employees who have subordinates. with managerial responsibilities. These efforts are essential for driving the organization toward sustainable success.

One of SCCC's key priorities is its people, as employees are a valuable resource and the foundation of any sustainable business. SCCC believes that its success and growth depend directly on having employees whose values and capabilities align with the Company's direction at all levels, as well as on the Company's commitment to supporting employees' career development. To this end, SCCC focuses on developing and expanding employees' leadership skills, creativity, knowledge and operational and management abilities, ensuring they meet international standards and align with both current and future needs. SCCC also strives to become a leading domestic and ASEAN regional manufacturer of construction materials, taking all necessary steps to prepare its employees for this goal.

Management encourages strong teamwork and fosters responsible citizenship, ethics and care for the communities to which employees belong. At the same time, it prioritizes safety and strives to minimize the impact of its actions on society and the environment.

SCCC has established INSEE Academy as the Group's center for both short and long-term strategic people development across all business segments, including Cement and Clinker, Ready-mixed and Aggregates, Light Building Materials and Ecocycle. INSEE Academy focuses on developing technical and leadership competencies through a variety of development programs, with the goal of promoting long-term growth in capabilities.

SCCC believes that building knowledge and fostering their capability to apply that knowledge effectively to their responsibilities are key to achieving the organization's goals. As such, SCCC focuses on advanced learning systems with modern learning activities that align with business direction and are tailored to employees, based on the 70-20-10 learning principle. For example, 70 percent of learning activities are experiential, enhancing organizational effectiveness and efficiency; 20 percent involve learning from others, particularly through coaching and feedback; and 10 percent consist of classroom and self-learning.

SCCC also promotes Individual Development Plan (IDP) and continuous learning through the Learning Management System, where employees can explore and select various learning opportunities, including classroom sessions, workshops, customized e-learning, on-the-job training, virtual classrooms and regional leadership development programs. Additionally, SCCC offers a Group Knowledge Management platform that enables employees to exchange, share and store critical knowledge within the organization for maximum utilization. This supports our aspiration to be a Learning Organization with a strong focus on sustainability.

For details on the policies and approaches to personnel development of Lanna Resources Public Company Limited and Thai Agro Energy Public Company Limited, please refer to the publicly available 56-1 One Report of the respective companies.

Training Information

In 2024, INSEE Academy organized learning and training for employees across various categories, including:

1. Leadership Development Program and Transitional Development Program
2. Technical and Functional Development Program
3. Induction and On-boarding Program for new joiners
4. OH&S and Sustainable Development Program
5. Digital Learning Programs on Company policies, compliance and conflict of interest
6. Environment laws related to the cement industry

	2024	2023	2022
Training Hour (per employee per annum)	28.99	26.44	22.66

	2024	2023	2022
Cost of Training and Development (per employee per annum)	8,197.74	10,446.35	12,218.01
Total cost of training and development, excluding lodging and travelling expenses (THB Million)	34.86	46.62	58.4

Remark:

1. SCCC recommends a minimum of 20 hours of training per employee each year to ensure that Learning & Development are adequately addressed. This amount covers only Education-Based Learning. In addition, we encourage our employees to grow by integrating various development approaches that focus on Exposure and Experience-Based Learning. These approaches help sustain learning and capability development. Coaching with supervisors, on-the-job learning and real project implementation are key components of these methods.
2. The above is not inclusive of Lanna Resources Public Company Limited and Thai Agro Energy Public Company Limited, information for which can be found in the respective companies' 56-1 One Report.

Learning & Development Measurement

SCCC places great importance on fostering employee engagement through continuous development of skills and potential, with a focus on Learning and Development (L&D). This aims to enhance professional skills, leadership abilities and safety practices while supporting employees in applying the knowledge gained to their practical work. One of the key areas assessed in employee engagement is Learning and Development. The Company has organized activities and programs to support employees in their personal development, with a target of achieving an employee engagement rate of at least 80 percent in this area. The assessment results for the Group in 2024 showed an engagement rate of 82 percent, reflecting high employee satisfaction with the programs and policies implemented by the Company. The Company remains committed to further enhancing its learning processes

and activities, making them more diverse and effective, to continually strengthen employee capabilities and ensure sustainable growth for both employees and the organization in the long term.

The Group company also focuses on the quality of learning and development, ensuring that employees can apply what they've learned in the workplace and retain those skills after completing the programs. To achieve this, SCCC has designed Learning Programs with specific interventions to ensure effectiveness and better outcomes. These interventions include:

1. **Behavior Change Tracking (Pre and Post 180 and 360 Degree Assessment)**

   SCCC uses Pre and Post Assessments to measure and track changes in behavior, skills, or competencies before and after a development program. Feedback is gathered from the employee, their supervisor, peers, subordinates and sometimes customers, providing a well-rounded view of the employee's performance. These assessments evaluate how well the employee has applied what they learned and measure their progress, ensuring the learning has a lasting and meaningful impact.

2. **Project/Workplace Assignment**

   SCCC provides participants with an opportunity to apply the skills and knowledge they've learned in a real-world context. The projects/workplace assignments are designed to tackle business challenges, making the learning more meaningful and relevant. Employees take on projects/workplace assignments related to our key business focus areas, including Safety, Business Improvement and Growth, Cyber Security and ESG (Environmental, Social and Governance).

3. **Group Reflection, Group Coaching and Follow-up Session**

   SCCC enhances learning through shared experiences, collective insights and continuous support. Participants come together to reflect on their experiences, challenges and successes. This collaborative approach helps them gain different perspectives and deeper insights from the group's collective experiences.

SCCC's Learning and Development programs are focused on key goals, including enhancing employee engagement, growing the talent pipeline and addressing critical business challenges. In 2024, our target participants completed 96 assignments aligned with the company's business objectives, further strengthening overall organizational engagement.

One of the projects that the Company has continuously implemented is the Leadership Development Program for MML which is part of the Company's succession planning process. The key focuses for this program are to identify and develop future leaders to fill key positions. The program is designed to prepare and equip the Company's High Potential Talents to advance into senior management roles while strengthening the organization's succession pipeline. Our High Potential Talents include employees from all key business functions, such as Commercial, Manufacturing, Finance and Human Resources,

as well as from various Business Units. The program focuses on two critical development tracks; Business Acumen and Leadership Skills, which are essential for future leadership development.

It incorporates a combination of education-based and virtual learning, group coaching, self-reflection and experiential learning, where participants apply their knowledge to real business initiatives. Employees participating in the program will benefit from developing the skills and knowledge essential for senior leadership roles. They will be able to apply their learning to assigned business projects, enhancing their problem-solving abilities in real-world situations. This not only increases their career growth opportunities but also builds confidence in stepping into key roles within the organization.

Over the past year, the Company has provided opportunities for high-potential employees to advance to positions with greater responsibilities. Among all employees who were promoted, a significant proportion had participated in the Company's MML Leadership Development Program, accounting for 83 percent of all promotions. This outcome reflects the success of the program in preparing employees to confidently and effectively step into higher-level roles. Furthermore, it has helped reduce the time and costs associated with recruiting external candidates, reinforcing the effectiveness of internal talent development in driving the long-term sustainability of the organization.

The results of the program are also tangibly reflected through the employee engagement survey, particularly in the dimension of learning and development. Specifically, in the category of opportunities to learn and grow within the organization, the score in 2024 reached 85 percent, representing a 4 percent increase from the previous year. Consequently, the Company firmly believes that this program demonstrates to employees the opportunities for skill development and a clear path for career advancement. Emphasizing employee development through such well-defined initiatives not only enhances employee confidence and engagement but also generates a positive impact on the organization's long-term operations. Additionally, such program helps build a leadership team equipped to drive the organization toward sustainable growth in the future.

Additionally, there are various learning programs, such as Leadership Development and INSEE Agility Mindset for High Potential Employees, People Managers and Leaders & Supervisors as Coaches focus on cultivating essential behaviors and mindsets. These programs are designed to support employees in their current roles, foster future career growth and contribute to achieving the Company's broader goals.

For details on the policies and approaches to personnel development of Lanna Resources Public Company Limited and Thai Agro Energy Public Company Limited, please refer to the publicly available 56-1 One Report of the respective companies.

Management of Succession Plan

The Board of Directors has placed a strong emphasis on developing future INSEE leaders from within, with a particular focus on succession

management for key roles. The Group Executive Committee and the Nomination and Compensation Committee oversee a robust succession management process, which is owned by each Group Company CEO. The effectiveness of this process is evaluated by both the Group Executive Committee and the Nomination and Compensation Committee.

At SCCC, we have a comprehensive succession management process through the Developing Leadership Quality (DLQ) Program, designed to identify and assess potential successors for key leadership roles, such as Business Unit CEOs, the Executive Committee and senior positions. This ensures a strong pipeline of capable leaders who are ready to step into critical roles when needed. Each high-potential employee follows a structured Individual Development Plan (IDP) and career planning framework to enhance their skills and prepare them for future leadership challenges. Our commitment to succession management ensures leadership continuity and sustained talent growth. In 2024, SCCC continued to focus on succession planning, identifying emergency and short-term successors and developing high-potential employees, particularly in core functions like Commercial, Manufacturing, Finance, HR and specific Business Units.

Learning Opportunity and Capability Development

Throughout their employments, all employees are provided with equal learning opportunities for their development. The Group encourages open dialogue with supervisors about their career path. This open dialogue is part of Dialogue System, which includes both performance evaluations and personal development goals.

Protection of Human Rights at SCCC Group

SCCC Group's commitment aligns with the United Nations Guiding Principles on Human Rights (UNGP). We believe that our business can only succeed when human rights are respected, promoted and upheld. Our core value, 'Doing What Is Right', is consistently honored. To ensure these principles are reflected in practice, we encourage all our business partners to uphold and comply with human rights principles throughout the entire value chain.

Further details on human rights protection can be found in the Sustainable Development section.

6. Other Important Information

Company Secretary

The Board of Directors appointed Mrs. Phatchada Muenthong as the Company Secretary to perform the duties defined under the Securities and Exchange Act (No. 4) B. E. 2551 with responsibility, care and integrity and in incompliance with the laws and regulations, the Company's objectives, Articles of Associations and Resolutions of the Board of Directors and Shareholders' Meetings. She holds a higher education degree in law and has previously served the Company as legal personnel and as the Company Secretary for more than 10 years. Currently, she is responsible for providing legal advice related to the compliance and governance for the Board of Directors.

Additionally, the Company Secretary arranges the Board of Directors' Meetings and Shareholders' Meeting, coordinating with other departments within the Company to ensure compliance with the resolutions of the Board and Shareholders. She also liaises with regulatory agencies such as the Securities and Exchange Commission and the Stock Exchange of Thailand, overseeing the disclosure and reporting of information to these agencies and the public. Furthermore, the Company Secretary arranges new directors' orientations and perform other duties as assigned by the Board of Directors.

Person Supervising Accounting and Person Supervising Investor Relations

The Company has appointed Ms. Nicha Wanchana, a qualified person per SEC requirements, as the person supervising accounting. She ensured compliance in the preparation of financial statements for examination by the external auditor and performs other related duties as assigned by Group CFO. The Company has appointed Mr. Komkrit Supagovit as the person supervising investor relations.

Further details of the Company Secretary and Chief Accountant can be found in Attachment 1.

Head of Group Internal Audit and Compliance

Mr. Thomas Natter as the Head of Group Internal Audit and Compliance, reports to the Audit Committee. He is responsible for monitoring the internal control system of the Company and overseeing corporate governance.

Further details about the Head of Group Internal Audit and Compliance can be found in Attachment 3.

Auditors

In 2024, the Company appointed auditors from EY Office Limited, an auditing firm certified by the SEC as follows:

1. Ms. Kamontip Lertwitworatep
   Certified Public Accountant No. 4377

2. Mrs. Sarinda Hirunprasurtwutti
   Certified Public Accountant No. 4799

3. Ms. Satida Ratananurak,
   Certified Public Accountant No. 4753.

Contact details: EY Office Limited, Lake Ratchada Building, 33rd Floor, 193/136-137 Rachadapisek Road, Klongtoey, Bangkok 10110, Thailand
Tel: + 66 2 264 9090 Fax: + 66 2 264 0789-90

For 2024, EY Office Limited received the audit fee from the Company amounting to THB 5,550,000* and from Subsidiaries amounting to THB 13,348,615, excluding certain overseas subsidiaries. Additionally, it received a non-audit fee from the Company amounting to THB 546,475 and from Subsidiaries amounting to THB 478,273 for other advisory services.

The Company has no accounts payable for pending services from EY Office Limited.

Neither any individual nor legal entity related to the auditor or to EY Office Limited has received compensation from the Company or its subsidiaries.

Remark:
*The Annual General Meeting No. 31 approved the auditors' remuneration for the year 2024 at the amount of THB 4,050,000. However, as the Company notified the Stock Exchange of Thailand on 4 October 2024, on the matter of new subsidiaries being acquired, EY Office Limited's scope of work was expanded to cover these new subsidiaries, resulting in the auditors' remuneration being increased by THB 1,500,000. The Board of Directors shall propose this increased fee to the Annual General Meeting No. 32 under Agenda Item No. 4 for approval.

Corporate Governance Performance Report

Board of Directors' Governance Performance in 2024

The Board of Directors prioritizes expanding the Company's competitive capacity through effective policy-making, strategic planning, fostering a strong organizational culture, value building, and enhancing the efficiency of internal control and risk management systems. Various meetings and activities are held regularly to facilitate and monitor these processes, in alignment with the governance structure of the Board of Directors and its sub-committees. Key operations include:

1) Reviewing and determining key Group policies to ensure they align with shifting societal contexts and support all aspects of the sustainability goal. In 2024, several key policies were reviewed and revised, including the approval of a new Group Sustainability Policy.

2) Reviewing and determining the strategies for building capacity toward environmental sustainability, including approving projects aimed at achieving the Company's CO_2 reduction target. These include the low-carbon cement production project and the solar power project.

3) Establishing a Group-wide safety culture, emphasize the standardization of safety measures that all employees must adhere to, as well as IT security training for all employees. This is achieved through activities such as virtual tests, in accordance with the relevant regulations and organizational policies.

The Audit Committee directly oversees the Group Internal Audit and Compliance unit and meets monthly to review matters that pose significant risks to the Group's operations, whether from external or internal factors. The Committee also investigates any reports of potential misconduct that could lead to the identification of fraudulent activities, with the aim of fortifying the Company against risks and strengthening its internal control system.

The Nomination and Compensation Committee has developed and monitored the implementation of the Company's succession plan for critical positions within the Group, including directors and other key personnel. It has also worked to enhance employee engagement within the Group.

The Governance Committee has reviewed the relevant regulations and guidelines related to corporate governance, as maintained by organizations such as the Stock Exchange of Thailand, the Securities Exchange Commission, the Institute of Directors, and the Thai Investors Association, to ensure the Group remains compliant. The Committee has also reviewed the Company's governance policy.

The Investment and Finance Committee has reviewed and provide recommendations regarding the Group's portfolio and financial targets. It has also reviewed and selected key projects for presentation to the Board of Directors for approval. Additionally, the Committee has provided recommendations related to investor relations activities.

For details on the roles and responsibilities of the Board of Directors, the Chairman of the Board, the subcommittees, and the Group Chief Executive Officer, as well as the compensation of each director, the 2024 meeting attendance breakdown, and other information relevant to corporate governance, please refer to Attachment 5.

Attachments available on the website include:

- Attachment 1 :
  Information on directors, executives, responsible accounting and finance personnel, accounting controllers, and the company secretary
- Attachment 2 :
  Significant information on subsidiaries' directors
- Attachment 3 :
  Information on Chief of Group Internal Audit and Compliance
- Attachment 4 :
  Assets utilized in business operations
- Attachment 5 :
  Policies and guidelines on corporate governance, Code of Business Conduct, and Organizational Regulations (full version)
- Attachment 6 :
  Report from the Audit Committee and other subcommittees, as well as working groups under these subcommittees

Report of the Audit Committee

Dear Shareholders,

The Board of Directors of Siam City Cement Public Company Limited has appointed an Audit Committee consisting of three independent directors who are experts with extensive experience in the cement industry, accounting and finance, legal matters and business. All members possess qualifications as required by the regulations of the Securities and Exchange Commission, Thailand (SEC) and the Stock Exchange of Thailand (SET).

The Audit Committee has consistently performed its duties independently and objectively in accordance with its charter, which is reviewed annually to align with current business priorities and approved by the Board of Directors. Additionally, the Audit Committee advocates a strong culture emphasizing good governance, ethics, integrity, accountability and transparency for a long-term sustainable business.

In 2024, the Audit Committee held a total of 11 meetings, with full attendance by all members.

An annual performance evaluation of the Audit Committee was conducted, yielding satisfactory results. The Audit Committee considered business risk assessment, comprehensive risk management planning, organizational efficiency and cybersecurity oversight to enhance corporate governance within the Group. It also determined he priority areas for the 2025 audit plan.

Key activities of the Audit Committee in 2024

(1) **Review of Financial Reports:** The Audit Committee thoroughly reviewed significant information in the quarterly and annual financial statements of Siam City Cement Public Company Limited and its subsidiaries, in collaboration with Management and External Auditors, ensuring compliance with Thai Financial Reporting Standards (TFRS) and International Financial Reporting Standards (IFRS). Discussions with the Management and External Auditors covered financial statements accuracy, disclosure, material accounting adjustments, audit scope, adequacy of accounting practices, Key Audit Matters (KAM) and internal control assessments. To uphold financial reporting standards and protect stakeholders' interests, the Audit Committee met independently with the External Auditors to discuss audit approaches, the quarterly and annual audit plan and to identify any unusual transactions. The External Auditors found no significant concerns or indication of fraud affecting the Company's financial statements. The Audit Committee also monitored changes in accounting standards and reviewed Management's financial analysis reports. Additionally, it approved non-audit services provided by External Auditor to maintain External Auditor independence.

(2) **Review of Related Party Transactions and Potential Conflicts of Interest:** The Audit Committee reviewed the related party transactions and those potentially conflicting with the Company's interests on a quarterly basis. These reviews prioritized business normality, transparency, adequate disclosure and adherence to arm's length principles. The review results were disclosed to the SET in a timely manner.

(3) **Risk Management Process Review:** The Audit Committee conducted quarterly assessments of the Company's risk management processes, which were further strengthened in 2024.

(4) **Evaluation of Internal Controls and oversight of the Group Internal Audit and Compliance function:** The Audit Committee reviewed the effectiveness of internal controls with the Group Internal Audit and Compliance department and Group Chief Executive Officer / Group Chief Financial Officer on a monthly basis and with External Auditors on a quarterly basis. The review covered business focus, organizational efficiency and continuous strengthening of the internal control system through training and awareness programs. The Audit Committee was satisfied with Management's remedial actions on audit observations and recommendations, concluding that the organization's internal control was adequate. The External Auditors also opined that there were no material deficiencies impacting the Company's financial statements. The Audit Committee further reviewed and approved the Group Internal Audit and Compliance Annual Plan for 2025, including the associated budget.

(5) **Compliance with Governance and Regulatory Requirement:** The Audit Committee ensured compliance with SEC, SET and other relevant regulations, reviewing quarterly compliance reports, while promoting good corporate governance through training and communication initiatives, including e-learning programs. It also assessed reports from the company's whistleblowing system (INSEE Speak Up) concerning external complaints, fraud investigations and risk assessments, implementing preventive measures where necessary. Additionally, the Committee reviewed updates to the Governance, Risk and Compliance (GRC) framework, including revisions to the Manual of Authorities and the Policy Landscape across the Group. In overseeing Environmental, Social and Governance (ESG) risks, compliance and reporting, the Audit Committee ensured transparency and accountability by aligning ESG disclosures with global standards, validating ESG data through internal controls and encourage ethical business practices, including anti-corruption policies. It also promoted board and management accountability for ESG integration, embedding sustainability into corporate strategy and risk management to enhance long-term business resilience and stakeholder confidence.

(6) **Investment Project Monitoring:** The Audit Committee monitored the progress of key investment projects to assess the appropriateness of management, resource allocation and their impact on Company performance.

(7) **Appointment of the External Auditors for 2025:** The Audit Committee recommends the appointment of Ms. Kamontip Lertwitworatep and/or Ms. Sarinda Hirunprasurtwutti and/or Mr. Chayanut Metkunakorn of EY Office Limited as the Company's External Auditors for 2025 with the audit fees for the Board's concurrence and the shareholders' approval at the AGM 2025.

In summary, the Audit Committee is of the opinion that the Company's financial statements have been prepared in compliance with financial reporting standards. The related party transactions were at arm's length under normal business conditions, risk management, internal controls and governance measures were adequate and effective and the Company remained fully compliant with all relevant regulations.

Dr. Sunee Sornchaitanasuk

Chairperson of the Audit Committee

Report of the Nomination and Compensation Committee

Dear Shareholders,

We are pleased to present the Annual Report of the Nomination and Compensation Committee for 2024, summarizing the committee's key activities, decisions and recommendations in alignment with its charter.

Purpose

The Nomination and Compensation Committee plays a crucial role in the governance of Siam City Cement Public Company Limited, as stipulated in Article 13 of the Organizational Regulations. It oversees the recruitment, selection, compensation, benefits and development of Board members, executives and leadership positions within the Company and its subsidiaries. The committee aims to align executive interests with those of shareholders while fostering the long-term success of the Company.

Committee Composition

The committee consists of five members with diverse expertise across industries. During 2024, two members left their roles and one member was appointed:

- Mr. Vanchai Tosomboon would not stand for re-election.
- Mr. Stephen Patrick Gore resigned as Director and member of Nomination and Compensation Committee, effective August 19, 2024.
- Dr. Subhak Siwaraksa was appointed as an Independent Director and member of Nomination and Compensation Committee and Governance Committee, effective November 29, 2024.

The committee convened seven meetings in 2024, with the Group CEO attending as a permanent invitee.

Nomination, Composition & Structure

The committee is responsible for recommending candidates for Board positions and key leadership roles within the Company and its subsidiaries. This process involves a comprehensive evaluation of candidates' skills, qualifications, leadership capabilities and experience. In 2024, the committee endorsed 11 key leadership appointments, including:

- Chief Executive Officer (Conwood Indonesia)
- Chief Executive Officer (INSEE B.Grimm Solar)
- Chief Financial Officer (INSEE B.Grimm Solar)
- Chief Executive Officer (INSEE Ecocycle Thailand)
- Ecocycle Director (Vietnam)
- Manufacturing Director (Sri Lanka)
- Vice President Finance (Thailand)

- Chief Executive Officer (INSEE Digital Thailand)
- Chief Executive Officer (Sri Lanka)
- Chief Operating Officer (Sri Lanka)
- Chief Executive Officer, Light Building Materials (Thailand)

Remuneration

The committee reviewed and endorsed initiatives related to executive compensation and benefits, including:

1. Performance-Linked Bonus: Enhanced performance-based compensation to align with financial objectives and introduced "People Objectives" to drive strategic talent and succession planning.
2. Revised Compensation Practices: Updated senior executive and local plus terms and conditions to align benefits with market practices in Thailand.

Management Development and Succession Planning

Leadership development and succession planning remained a priority. The committee worked closely with senior leaders to identify and nurture internal talent, ensuring smooth transitions in key roles. Succession planning discussions were held in three of the seven meetings covering developmental positions, emergency successors, succession plan both short and long term. Country CEOs, Thailand and Vietnam, were also invited to two sessions of NCC meeting to introduce their local talents to provide visibility and exposure to senior stakeholders, allowing the committee to assess internal capabilities.

Board Committees

The Nomination and Compensation Committee also reviewed the compositions of the Board Committees (AC, NCC, GC, IFC) to ensure that the functional expertise required for the respective committee meets international standards.

Conclusion

The Nomination and Compensation Committee is committed to maintaining high standards of corporate governance, fostering leadership development and ensuring a robust organizational structure. These efforts position Siam City Cement Public Company Limited for sustainable success. We thank our shareholders for their continued support and look forward to serving the best interests of the Company and its stakeholders.

Paul Heinz Hugentobler

Chairman of the Nomination and Compensation Committee

Report of the Governance Committee

Dear Shareholders,

The Governance Committee consists of three members who have experience in good corporate governance of companies listed on the Stock Exchange of Thailand, with independent directors as a majority* and the Chairman. The Governance Committee acts independently and strives for the Company to be a company with good corporate governance on par with international standards and in accordance with the objectives of the Governance Committee Charter, which is reviewed annually. The Governance Committee is responsible for overseeing the policies and framework in matters of good governance and overseeing the Group's reputation and interests.

The performance and opinions of the Governance Committee for the year 2024 can be summarized as follows:

1. The Governance Committee held two meetings in accordance with its Charter, with all three members attending each meeting. In 2024, the Governance Committee completed its responsibility under the Governance Committee Charter. For the 2024 evaluation, which conducted both self-evaluation and cross-evaluation by other directors, the result of cross-evaluation was 14 out of 15 scores and the Governance Committee expressed satisfaction with their performance.

2. In 2024, the Governance Committee is pleased to report to the Shareholders that the Company has still obtained the "excellent" rating for corporate governance from the IOD for the ninth consecutive year and has been chosen for inclusion on the Stock Exchange of Thailand's Sustainable Stock List in the SET ESG Rating Program for the sixth consecutive year. Additionally, the Company still maintained its recertification in the Coalition for Private Sector Collective Action Against Corruption. This reflects the Company's excellent corporate governance and boosts the confidence of stakeholders.

3. The Governance Committee monitored and reported to the Board of Directors the changes to the Stock Exchange of Thailand and Securities and Exchange Commission of Thailand's requirements, as well as provided analyses on impacts to the Company that accompanied these changes.

4. The Governance Committee provided recommendations to Management in relation to corporate governance guidelines for implementation and disclosure, to enhance the confidence of shareholders and stakeholders.

As a result, considering the Group's corporate governance performance in various areas, the Governance Committee has the opinion that the trust of the shareholders and stakeholders in the Group's good corporate governance and culture is well placed and these strengths will lead to the Company's continued sustainable growth.

Charin Satchayan

Chairman of the Governance Committee

Remark: *The Governance Committee consists of:
1) Mr. Charin Satchayan an independent director (Chairman)
2) Dr. Subhak Siwaraksa an independent director (member), qualified as independent director on 29 November 2024
3) Mrs. Phatchada Muenthong Company Secretary (member)

Report of the Investment and Finance Committee

Dear Shareholders,

The Investment and Finance Committee (IFC) comprises of three directors appointed by the Board of Directors. The Chairman of the IFC is an independent director. All members bring extensive knowledge and professional experience relevant to the IFC's purpose, which are to assist and advise the Board on (1) investments, divestments and capital allocation and management as well as financing activities, (2) structuring the balance sheets at the level of parent company and operating company and (3) developing and overseeing all Group's policies and directives related to investment and financial management.

The IFC has fulfilled its responsibilities in accordance with its charter and aligned with the business priorities approved by the Board of Directors. In 2024, the IFC held six meetings. All members attended the first four meetings, while the following two were attended by two members following the resignation of one director, effective 19th August 2024, with a replacement yet to be elected.

IFC's key activities were summarized below:

1. **Financial Performance:** Reviewed 2024 quarterly and yearly financial performance, noting improvements in Operating EBITDA, Net Income, Balance sheet and Cash flows compared to the budgeted targets, despite challenges like softer demand and price competition.

2. **Free Operating Cash Flow, Credit Management, liquidity and FX risk exposure:**

- Acknowledged a strong liquidity position with sufficient cash balances and sufficient banking credit facilities of both the undrawn committed credit and the available uncommitted credit lines.

- Acknowledged FX exposure analysis and recommended to continue using natural hedge, Foreign Currency Deposit (FCD) and Forward Contact (FWC) as tools to manage and mitigate FX risks.

3. **CAPEX Management**

- Reviewed 2024 CAPEX including business rationale, feasibility study as well as financial return, IRR, MIRR prioritizing based on projects offering the highest return on investment.

- Reviewed 2025 CAPEX request benchmarking it with similar company focusing on maintenance, selective rationalization and expansion emphasizing that Management to ensure timely CAPEX implementation and avoid significant delay caused by new CAPEX requests. While reviewing CAPEX strategy, IFC ensured a good balance between cash generation, gearing and dividends.

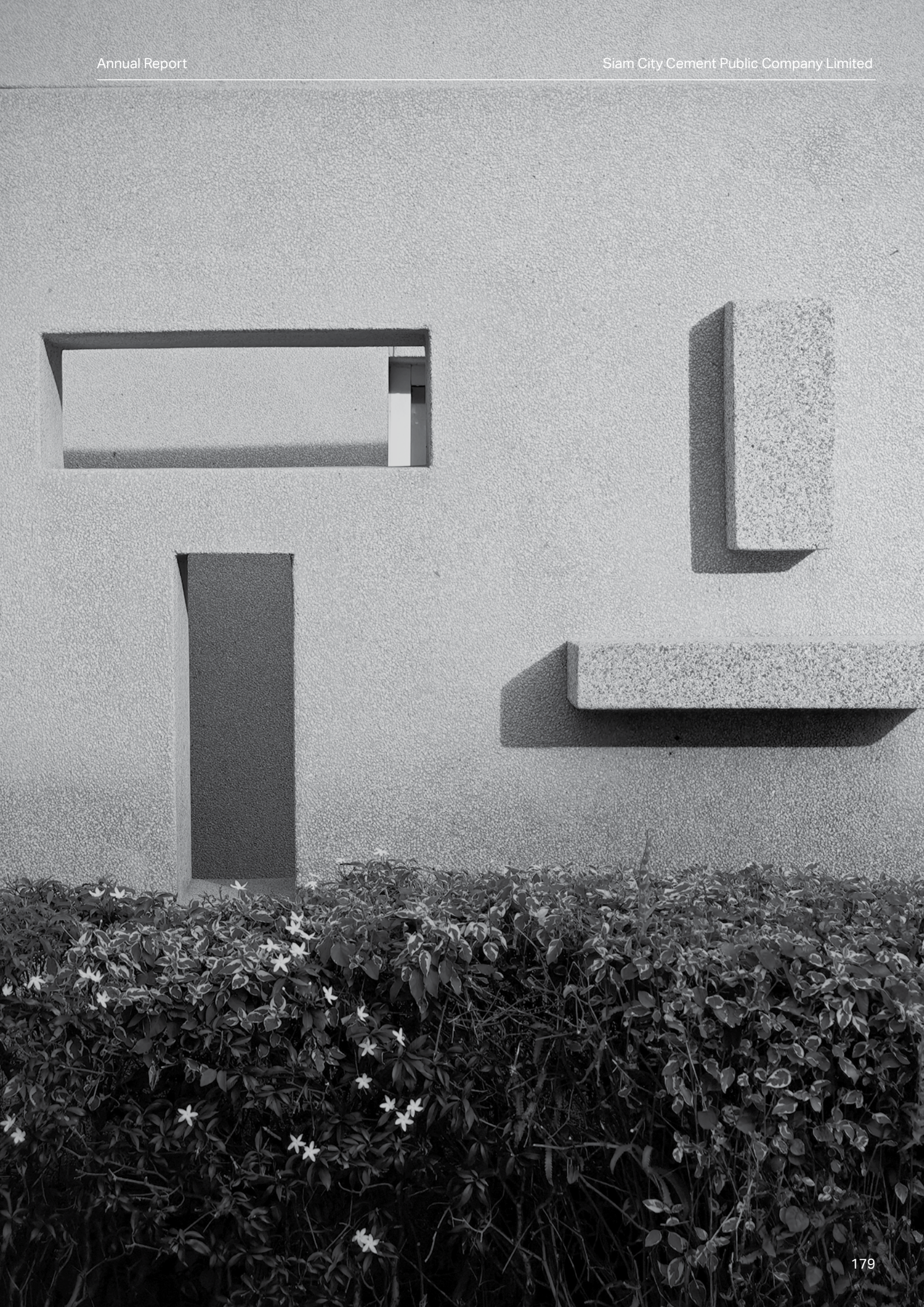
4. **Directors and Officers Liability Insurance (D&O Insurance):** Reviewed D&O insurance with a discounted premium condition and recommended the renewal of D&O insurance to the Board of Directors.

5. **Investor Relations Strategy and actions for effective investor communication:** Acknowledged investor relations activities i.e., quarterly analyst meeting and reviewed earning releases every quarter.

The IFC's actions in 2024 exemplify a balanced strategy focused on financial performance, operational efficiency, strategic growth and shareholder returns while effectively navigating external uncertainties. In conclusion, we believe our support in assisting the Board of Directors in reviewing these critical areas contributed to prudent management oversight. This ensured that the Company's resources were allocated wisely to benefit all shareholders and stakeholders, aligning with our vision of delivering optimal value and fostering a sustainable future for everyone involved.

Onne van der Weijde

Chairman of the Investment and Finance Committee



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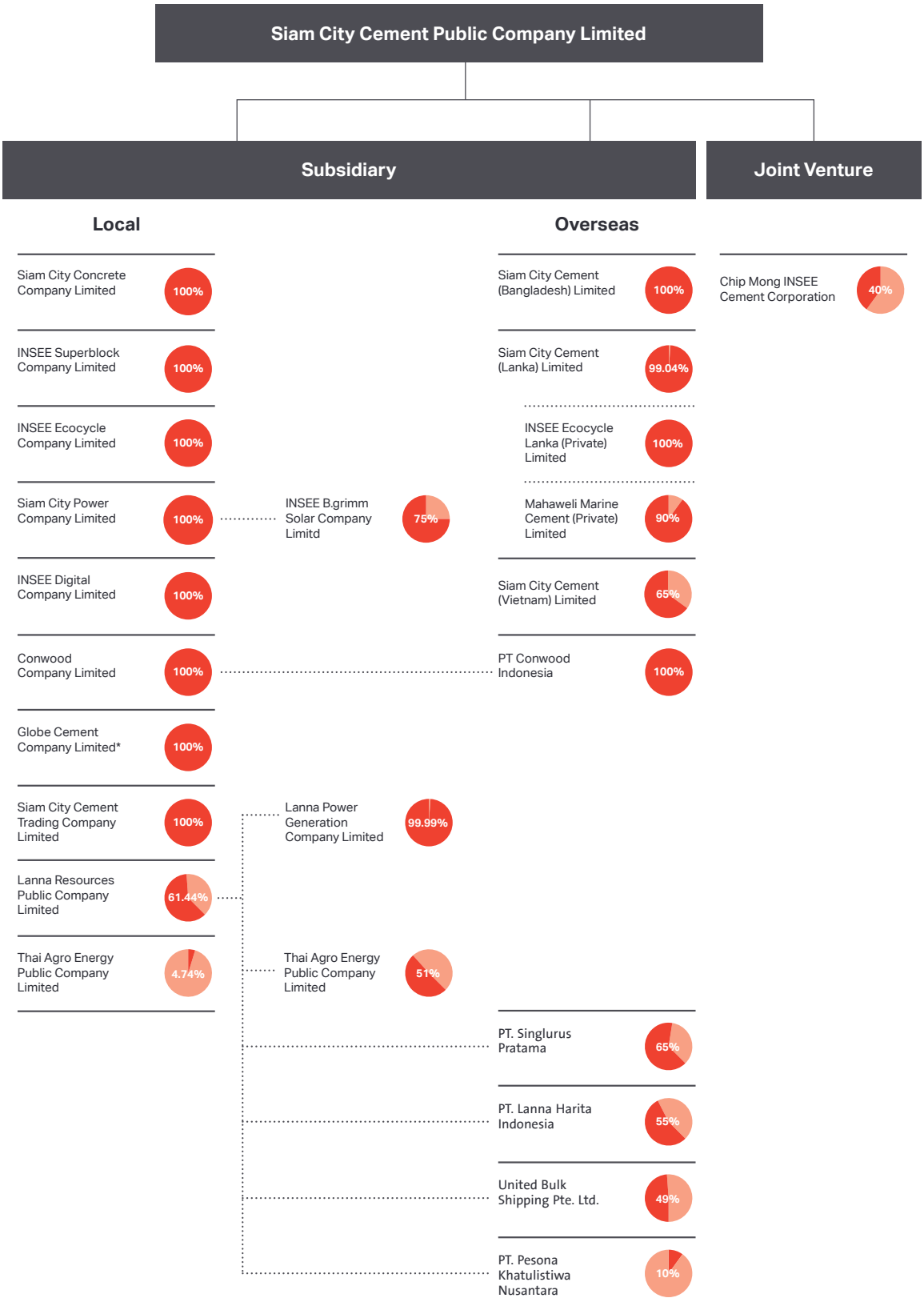
General Information and Other Information

Group Structure



Remark: *Under Liquidation Process

General Information

General Information

1) Company Name, Head Office, Type of Business, Registration No., Telephone No., Website, Type and Number of Issued/Paid-up Shares.

Company Name: Siam City Cement Public Company Limited

Stock Code: SCCC

Registration No.: 0107536001346 (Formerly, BorMorJor. 208)

Type of Business: Cement production and distribution

Head Office: Column Tower, 3rd, 10th, 12th Floor, 199 Ratchadapisek Road, Klongtoey, Bangkok, 10110, Thailand

Factory:

- Plant 1 and Plant 3, 99 Moo 9, Mitraparp Road, Km. 129, Thap Kwang Sub-district, Kaeng Khoi District, Saraburi Province, 18260, Thailand
- Plant 2, 219 Moo 5, Mitraparp Road, Km. 131, Thap Kwang Sub-district, Kaeng Khoi District, Saraburi Province, 18260, Thailand
- Mortar Plant, 41/2 Moo 5, Mitraparp Road, Km. 129, Thap Kwang Sub-district, Kaeng Khoi District, Saraburi Province, 18260, Thailand
- AFR Platform, 301 Moo 5, Mitraparp Road, Km.133, Thap Kwang Sub-district, Kaeng Khoi District, Saraburi Province, 18260, Thailand

Telephone: + 66 2 797 7000

Website: http://www.siamcitycement.com

Type and Number of Issued/Paid-up Shares: 298 million ordinary shares with the par value of THB 10 per share.

2) Company Name, Head Office, Type of Business, Telephone No. of the Legal Entities held by the Company for Over 10 percent of Issued Shares of Such Entities, as of 31 December 2024

Company Name	Type of Business / Product	Type of shares	Registered / Stated Capital (THB Million)	Number of Issued & Paid-up (Million shares)	% Direct Shareholding
Held by Siam City Cement Public Company Limited					
Siam City Concrete Company Limited Column Tower, 3rd, 10th, 12th Floor, 199 Ratchadapisek Road, Klongtoey, Bangkok 10110, Thailand Tel: + 66 2 797 7555	Ready-mixed concrete and aggregates	Ordinary shares	2,500	25.00	100.00
INSEE Superblock Company Limited Column Tower, 3rd, 10th, 12th Floor, 199 Ratchadapisek Road, Klongtoey, Bangkok 10110, Thailand Tel: + 66 2 797 7000	Lightweight concrete products	Ordinary shares	500	5.00	100.00
Conwood Company Limited Crystal Design Center, L1 Building, Room No.111, 1st Floor, 1448/14 Soi Ladprao 87 (Chantrasuk), Klongchan, Bangkapi, Bangkok 10240, Thailand Tel: + 66 2 797 7444	Construction material	Ordinary shares	300	3.00	100.00
INSEE Ecocycle Company Limited Column Tower, 3rd, 10th, 12th Floor, 199 Ratchadapisek Road, Klongtoey, Bangkok 10110, Thailand Tel: + 66 2 797 7000	Industrial waste disposal and alternative fuel and raw material trading and industrial cleaning service business	Ordinary shares	400	4.00	100.00
Siam City Power Company Limited Column Tower, 3rd, 10th, 12th Floor, 199 Ratchadapisek Road, Klongtoey, Bangkok 10110, Thailand Tel: + 66 2 797 7000	Electricity generation from waste heat	Ordinary shares	2,000	20.00	100.00

Company Name	Type of Business / Product	Type of shares	Registered / Stated Capital (THB Million)	Number of Issued & Paid-up (Million shares)	% Direct Shareholding
INSEE Digital Company Limited Column Tower, 3rd, 10th, 12th Floor, 199 Ratchadapisek Road, Klongtoey, Bangkok 10110, Thailand Tel: + 66 2 797 7000	Technical service and information technology management and development services	Ordinary shares	700	7.00	100.00
Siam City Cement Trading Company Limited Column Tower, 3rd, 10th, 12th Floor, 199 Ratchadapisek Road, Klongtoey, Bangkok 10110, Thailand Tel: + 66 2 797 7000	Import and export of cement and other cement-related products	Ordinary shares	10	1.00	100.00
Globe Cement Company Limited Column Tower, 3rd, 10th, 12th Floor, 199 Ratchadapisek Road, Klongtoey, Bangkok 10110, Thailand Tel: + 66 2 797 7000 (Under liquidation process)	Cement manufacturing	Ordinary shares	701	7.01	100.00
Siam City Cement (Bangladesh) Limited Tower 52 (9th Floor), Road-11, Block-C Banani Model Town, Dhaka-1213, Bangladesh Tel: +88 09609 011 200	Cement manufacturing	Ordinary shares	BDT 2,800 million	52.29	100.00
Siam City Cement (Lanka) Limited Level 25, Access Tower II, No. 278/4, Union Place, Colombo 2, Sri Lanka Phone: +94 11 7 800800	Cement manufacturing	Ordinary shares	LKR 1,663 million	165.70	99.04
Siam City Cement (Vietnam) Limited Etown Central - 11 Doan Van Bo Street, Ward 13, District 4, Ho Chi Minh City, Vietnam Tel: +84 28 73 017 018	Cement manufacturing	Charter capital	VND 3,030.4 billion	-	65.00
Lanna Resources Public Company Limited 888/99 Mahathun Plaza Building, 9th Floor, Ploenchit Road, Lumpini, Pathumwan, Bangkok 10330, Thailand Tel: +66 2 253 8080	Coal production and distribution	Ordinary shares	525	525.00	61.44

Company Name	Type of Business / Product	Type of shares	Registered / Stated Capital (THB Million)	Number of Issued & Paid-up (Million shares)	% Direct Shareholding
Chip Mong INSEE Cement Corporation ANINA Building, No. 240, Street 271, Sangkat Boeung Tumpun, Khan Mean Chey, Phnom Penh, Cambodia Tel: + 855 23 216 380	Cement manufacturing	Ordinary shares	USD 114.75 million	0.08	40.00
Held by Conwood Company Limited					
PT. Conwood Indonesia Kawasan Industri Jababeka VI Blok C2 Nomor 3, Kab Bekasi, Cikarang Timur, Jawa Timur, Indonesia Tel: +62 21 5296 2146	Construction material	Ordinary shares	USD 78.3 million	68.40	100.00
Held by Siam City Cement (Lanka) Limited					
INSEE Ecocycle Lanka (private) Limited Level 25, Access Tower II, No. 278/4, Union Place, Colombo 2, Sri Lanka Phone: +94 11 7 800800	Waste disposal and management	Ordinary shares	LKR 1,460 million	146.01	100.00
Mahaweli Marine Cement (Private) Ltd. Level 25, Access Tower II, No. 278/4, Union Place, Colombo 2, Sri Lanka Phone: +94 11 7 800800	Cement trading	Ordinary shares	LKR 48 million	4.80	90.00
Held by Siam City Power Company Limited					
INSEE B. Grimm Solar Company Limited Column Tower, 3rd, 10th, 12th Floor, 199 Ratchadapisek Road, Klongtoey, Bangkok 10110, Thailand Phone: + 66 2 797 7000	Operating solar energy generation	Preferred shares	1,500	11.25	75
		Ordinary shares		3.75	held by other shareholder
Held by Lanna Resources Public Company Limited					
Lanna Power Generation Company Limited 888/98 Mahathun Plaza Building, 9th Floor, Ploenchit Road, Lumpini, Pathumwan, Bangkok 10330, Phone: +66 2 252 4469	Investment business and power generation and distribution services	Ordinary shares	300	60.00	99.99

Company Name	Type of Business / Product	Type of shares	Registered / Stated Capital (THB Million)	Number of Issued & Paid-up (Million shares)	% Direct Shareholding
Thai Agro Energy Public Company Limited 888/114 Mahatun Plaza Building, 11th Floor, Pleonchit Road, Lumpini, Pathumwan, Bangkok 10330, Thailand Tel: +66 2 627 3890-94, +66 2 255 4380-84	Ethanol production and distribution	Ordinary shares	1,000	1,000.00	51.00 and directly held by SCCC 4.74
PT. Singlurus Pratama Sentral Senayan I, 5th Floor, Unit 105B, Jl. Asia Afrika No.8, Gelora Bung Karno Jakarta Pusat 10270, Indonesia Phone: + 62 (21) 572-5725	Coal production and distribution	Ordinary shares	IDR 10,500 million	0.01	65.00
PT. Lanna Harita Indonesia Sentral Senayan I, 5th Floor, Unit 105B, Jl. Asia Afrika No.8, Gelora Bung Karno Jakarta Pusat 10270, Indonesia Phone: + 62(21) 572-5727	Coal production and distribution	Ordinary shares	USD 10.5 million	0.01	55.00
United Bulk Shipping PTE. LTD. 7 Temasek Boulevard #16-01, Suntec Tower One, Singapore 038987 Phone: +65 6305 7368	Shipping business and coal distribution	Ordinary shares	USD 0.714 million	1.00	49.00
PT. Pesona Khatulistiwa Nusantara Equity Tower 29 Floor Unit C-D Sudirman Central Business Lot 9 Jl. Jend Sudirman Kav 52-53 Jakarta 12190 Indonesia Phone: +62(21) 515-5363	Coal production and distribution	Ordinary shares	USD 42.73 million	615.55	10.00

3) Other references:

Share Registrar: Thailand Securities Depository Company Limited
93 The Stock Exchange of Thailand Building
Rachadapisek Road, Din Daeng, Bangkok
10400, Thailand
Tel: + 66 2 009 9000
Call Center: + 66 2 009 9999

Debenture Registrar:	Bank of Ayudhya Public Company Limited 1222 Rama III Road, Bang Phongphang, Yan Nawa, Bangkok 10120, Thailand Tel: + 66 2 296 5692
Debenture Representative:	There is no representative for the Company's debenture.
Auditors:	Ms. Kamontip Lertwitworatep Certified Public Accountant No. 4377 Mrs. Sarinda Hirunprasurtwutti Certified Public Accountant No. 4799 Ms. Satida Ratananurak Certified Public Accountant No. 4753 EY Office Limited (Certified by SEC) Lake Ratchada Building, 33rd Floor, 193/136-137 Rachadapisek Road, Klongtoey, Bangkok, 10110, Thailand Tel: + 66 2 264 9090

4) Legal Dispute
There is no lawsuit case that affects the assets of the Company or its subsidiaries at an amount higher than 5 percent of the shareholders' equity at the end of the latest financial year. This includes matters related to major labor disputes, violations of consumer, business partners, communities and societies, cyber security and customer data leaks and occupational safety and health. There is no lawsuit that affects the business materially or lawsuit that is not caused by normal business undertaking of the Company or its subsidiaries.

See Notes to the Financial Statement for more information.

5) Financial Institution
Bank of Ayudhya Public Company Limited
1222 Rama III Road, Bang Phongphang, Yan Nawa
Bangkok 10120, Thailand

Other Important Information

1) Registration Capital and Shareholders

(1) Company Registration and Paid-up Capital

The Company registered capital is THB 2,980 million, with paid-up of THB 2,980 million of 298 million ordinary shares and with par value of THB 10 per share, be listed in The Stock Exchange of Thailand. There is no other type of share which is different from the ordinary share's right.

(2) Major Shareholders as of 7 November 2024 Book Closing by XO[1] are as follows:

Rank	Shareholders	Shares	% Shares[2]
1.	Sunrise Equity Company Limited	205,512,841	68.964
2.	Bangkok Broadcasting and Television Company Limited (BBTV)[3]	28,091,034	9.427
3.	Mr. Prinya Tieanworn	6,700,000	2.248
4.	Thai NVDR Company Limited[4]	3,199,367	1.074
5.	Vayupak Mutual Fund 1 By MFC Asset Management Public Company Limited	2,920,399	0.980
6.	Vayupak Mutual Fund 1 By Krungthai Asset Management Public Company Limited	2,920,399	0.980
7.	Mrs. Sasithon Ratanarak	2,734,639	0.918
8.	Ms. Sudthida Ratanarak	1,500,000	0.503
9.	Ms. Pilanuch Ratanarak	1.439,742	0.483
10.	CKS Holding Company Limited[3]	1,337,812	0.449
11.	Mr. Verakit Tadathitiwat	1,238,000	0.415
12.	Swai Prapas and Son Co., Ltd.	924,000	0.310
13.	Miss Jituma Ratanarak	825,395	0.277
14.	Super Asset Co., Ltd.[3]	663,192	0.223

Proportion of Shareholding

No.	Shareholders	Number of Shares Held	Percentage (%)[2]
1.	Sunrise Equity	235,604,879	79.06[5]
2.	Others	62,395,121	20.94
	Total	298,000,000	100.00

Remark:

1. The Book Closing by XO was on 7 November 2024. During the year, the investors can access the up-to-date information at https://investor.siamcitycement.com/en/shareholder-info/major-shareholders under the heading Investor Information.

2. The proportion of the equity interest of each of the Major Shareholders is based on the total issued and paid-up of 298 million shares, THB 10 per share. Foreign Limit is restricted at 49 percent (as at 7 November 2024, foreign shareholders portion is 0.63 percent).

3. Persons under section 258 of Sunrise Equity as specified in the Announcement of Intention to Make a Tender Offer of Siam City Cement Public Company Limited (Form 247-3) and disclosure on the change of shareholding structure of the Company on 19 August 2024.

4. Thai NVDR Co., Ltd. is the lawful shareholder of authorized shares, holding Non-Voting Depository Receipt (NDVR). Thai NVDR Co., Ltd. is not entitled to vote as the shareholder, except in case where the meeting is called for revoking securities from being the listed company in the stock exchange. The information of investors under Thai NVDR Co., Ltd. is shown on the website: www.set.or.th.

5. Total percentage of shareholding of Sunrise Equity Company Limited and its persons under section 258, per the Report on the Result of the Tender Offer of Siam City Cement Public Company Limited (Form 256-2) from Sunrise Equity Company Limited disclosed to the Stock Exchange of Thailand on 4 October 2024, which indicated that the total percentage of shareholding is 79.06 percent. Please visit the following link for additional details www.set.or.th

2) Securities Issued by the Company

(1) Equity Securities:

Authorized shares:	298 million ordinary shares with the par value of THB 10 per share
Issued shares:	298 million ordinary shares
Issued and outstanding:	298 million ordinary shares

(2) Debt Securities:

	Set 4 (Series No. 2/2016)	**Set 7 (Series No. 3/2017)**	**Set 8 (Series No. 4/2017)**
Type of security	Senior and Unsecured Debentures	Senior and Unsecured Debentures	Senior and Unsecured Debentures
Term to maturity	10 years	10 years	12 years
Value of debentures	THB 2,000 million	THB 5,000 million	THB 4,500 million
Number of debentures	2 million units	5 million units	4.5 million units
Par value per unit	THB 1,000	THB 1,000	THB 1,000
Offering price per unit	THB 1,000	THB 1,000	THB 1,000
Issuing date	29 April 2016	9 May 2017	9 May 2017
Maturity date	29 April 2026	9 May 2027	9 May 2029
Coupon date	2.70 percent per annum	4.08 percent per annum	4.26 percent per annum
Credit rating	A	A	A

3) Dividend Policy of the Company

"The Company shall allocate dividend payment of at least 60 percent of net profit on its consolidated financial statements. In case of negative financial situation, the Board may propose a lower percentage of dividend payment as it considers appropriate under such circumstance."

Explanation:

This Dividend Policy was approved by the Annual General Meeting of Shareholders No.17, on 9 April 2010, as a general principle. However, in proposing the dividend payment for approval of Shareholders, the Company must comply with the laws, i.e., dividend must be paid from net profit of the Company's separate financial statements.

The approvals of dividend payments in the last 3 fiscal years (2022 - 2024) were made in accordance with the Company's Dividend Policy, with details as follows:

The Annual General Meeting No. 32 held on 30 April 2025, the Board of Director shall propose to the shareholders to approve the payment of dividend for the latter half of year 2024 at the rate of THB seven per share, which, combined with the interim dividend payment at the rate of THB four, results in the rate of dividend for year 2024 being THB 11.00 per share, 61 percent of the net profit of 2024.

The Annual General Meeting No. 31 held on 29 March 2024 approved the payment of dividend of the year 2023 at the rate of THB 7.00 per share, 78 percent of the net profit of 2023.

The Annual General Meeting No. 30 held on 31 March 2023 approved the payment of dividend of the year 2023 at the rate of THB nine per share, 14 percent of the net profit of 2022.

4) Dividend Policy of the Company's Subsidiaries

All dividend payments by the Company's subsidiaries must be approved by resolutions of the respective shareholders meetings, the amount of which must be based on the subsidiaries' separate financial statements. The payments must comply to the relevant laws and regulations. The subsidiaries may, from time to time, pay shareholders interim dividends if the respective Board of Directors considers it appropriate given their profitability levels.

In each case, the subsidiary company must allocate not less than one-twentieth of its net profits as reserves until the total amount allocated is equal to or higher than one-tenth of the Company's capital.

Related Party Transactions

Related party transactions (interchangeable word with connected transactions) refer to transactions made by the Company or its Subsidiaries with the connected person. The Board of Directors is aware that sound approval mechanism and procedure for the benefit of the Company is for the equitable treatment of shareholders.

Criteria for entering into related party transactions and the future trend

The Company has identified approval mechanism and procedure in alignment with the related regulations and the principle of good corporate governance, as the following summaries:

1. The Board of Directors approved the approval principles in accordance with Section 89/12 of the SEC Act and delegated the Management to approve the entering into transactions which were made as the Group's normal business or made to support the Group's normal business. Such approval principles are aligned with the Rules on Connected Transactions, under the Notification of the Capital Market Supervisory Board. In the essence, the approvals were based upon the Company's benefit as if the transactions were made with any third party (arm's length basis).

2. The Board of Directors approved the Related Party Transactions Policy for the Group, adopting the procedures of the relevant rules and regulations for entering into the transactions and disclosure of information.

3. The Management identified monitoring and reviewing processes to ensure that the entering into related party transactions were made in accordance with the Policy and presented summary report to the Audit Committee and the Board of Directors on a quarterly basis.

4. The Audit Committee reviewed the transactions to ensure that such transactions were for the benefits of the Company and on the arm's length basis, and to monitor trend of transactions to be suitable with the business of the Company.

The Audit Committee regularly reviewed the related party transactions and transactions which potentially conflicted with the Company's interest, and was of the opinion that the related party transactions were based on business normality, transparency, adequate disclosure and at arm's length, also in accordance with the laws, reasonable and for the best interest of the Company.

Tendency of entering into the related party transactions in the future

If necessary to enter into the related party transactions in the future, the Board of Directors shall strictly comply with the rules and regulations of the SEC Act and the disclosure requirements, focusing on the best interest of the Company and the arm's length basis. Moreover, when there are transactions involving directors and management, they are not allowed to vote or attend the meeting.

Related parties/ Relation to the Company	Categories/ Detail of transactions	Related transactions (THB Million)			Rational and necessity
		2024	2023	2022	
1. Bank of Ayudhya Public Company Limited (BAY)/ Ms. Nopporn Tirawattanagool, director of BAY is a non executive director of SCCC	Support normal business transaction/ Interest expense from short and long term loan to Company	83.4	74.4	28.1	BAY is a commercial bank, providing service of borrowing/depositing cash. Company/subsidiaries selected BAY after comparing with other banks. However, transactions of borrowing / depositing money with BAY is not a related party transaction under the annoucement of the Capital Market regarding related party transactions, because the borrowing is done with a financial institute who provides service of money deposit and lending as normal business transaction with arm's length conditions
	Support normal business transaction/ Interest income from short term deposit of Company/ subsidiaries	15.1	5.7	0.9	
	Support normal business transaction/ Purchase bank gift card for marketing activities	9.5	20.1	12.2	Company/a subsidiary paid fee at the standard rate, which is comparable to that of a commercial bank.
2. HR Professional Consulting and Service Company Limited (HR Pro)/ A subsidiary of BBTV Equity Co., Ltd., which is in the same group of Sunrise Equity Co., Ltd., major shareholder of SCCC	Support normal business transaction/ Company/subsidiaries used outsourced services of HR Pro in certain activities, such as, employee transportation, concrete sampling collection and maintenance services	140.2	130.9	132.9	Company/subsidiaries selected an outsource for certain activities, which are not under scope of work of full time employees, through bidding process.
3. Lanna Resources Public Company Limited (LANNA)/ A subsidiary of SCCC, with 61.44 percent shareholding, and with 2 co-directors i.e. Mr. Siva Mahasandana and Mr. Ranjan Sachdeva, and with 2 other directors who were nominated by the Company, i.e., Mr. Vanchai Tosoomboon and Mr. Kerry James Chia Beng Lee.	Normal business transaction/ Purchase of coal for cement production	1,110.8	1,433.9	1,316.5	Coal is major fuel for cement production. Company purchased fuel from various sources to mitigate risk of supply.

Related parties/ Relation to the Company	Categories/ Detail of transactions	Related transactions (THB Million)			Rational and necessity
		2024	2023	2022	
4. Chip Mong INSEE Cement Corporation (CMIC)/ A joint-venture with 40 percent shareholding, and with 2 directors representing SCCC out of total 5 directors.	Normal and support normal business transaction/ Company/subsidiary sold cementitious products and provide services	41.6	424.4	1,661.5	Company/a subsidiary sold cement and related products and provided related services to CMIC as a joint venture company.
5. Siam City Cement (Vietnam) Limited (SCCVN)/ A subsidiary of SCCC, with 65 percent shareholding, and with 6 directors representing SCCC out of total 9 directors.	Normal and support normal business transaction/ Company/subsidiary sold coal, clinker, cementitious, Conwood products and provide services	78.2	355.2	1,974.3	Company/a subsidiary sold cement and related products and provided related services to SCCVN as a subsidiary.
6. Srivichaivejvivat Public Company Limited (VIH)/ It has 2 co-directors, Ms. Nopporn Tirawattanagool and Mr. Tinnawat Mahatharadol	Support normal business transaction/ Company/subsidiaries used services of VIH for employee annual health check-up	4.0	3.9	5.9	Company/subsidiaries used health check-up service for employees through procurement bidding process.
7. The Thai Tapioca Flour Produce Company Limited/ It has 2 co-directors, Ms. Nopporn Tirawattanagool and Mr. Tinnawat Mahatharadol	Support normal business transaction/ A subsidiary made a land rental agreement for RMX production plant	1.9	1.9	1.9	A subsidiary leased land for ready mixed concrete plant via normal procurement process and with fair value.

Related parties/ Relation to the Company	Categories/ Detail of transactions	Related transactions (THB Million)			Rational and necessity
		2024	2023	2022	
8. Insee B.grimm Solar Company Limited (IBS)/ An indirect shareholder, with 75 percent shares held by a subsidiary of SCCC (Siam City Power Company Limited or SCP), with 2 co-director, Mr. Montri Nithikul.	Support normal business transaction/ SCCC provided services to support normal business of IBS.	2.6	-	-	Company provide services i.e. IT services to a subsidiary
	Support normal business transaction/ SCCC provided land lease for IBS operation.	1.3	-	-	Company provided land rental agreement to subsidiary to be used for the operation via Subsidiary Land Lease Committee approval process.

Remark: Related party transactions of Lanna Resources Public Company Limited and Thai Agro Energy Public Company Limited can be found in the 56-1 One Report of each company.

6

Management Discussion and Analysis

Management Discussion and Analysis

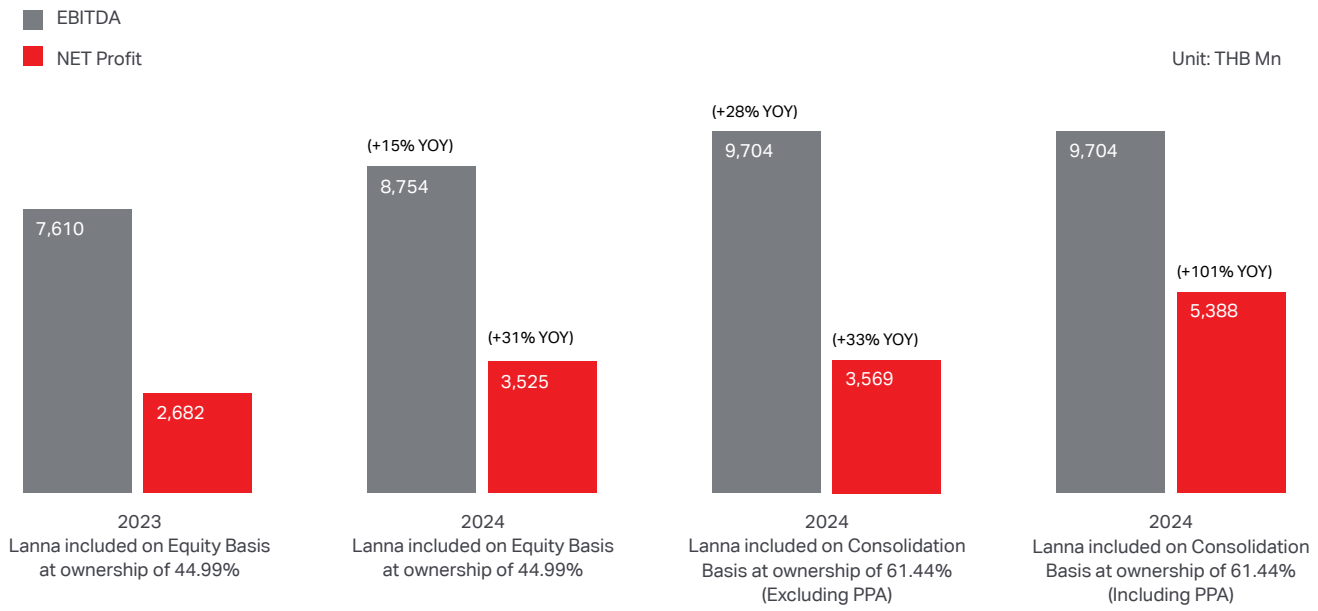
The following management discussion and analysis is intended to provide the reader with sufficient business insight to understand the financial performance of the Company and should be read in conjunction with our financial statements and the accompanying notes.

In Q4/2024, after completing the Mandatory Tender Offer, SCCC fully integrated Lanna Resources Public Company Limited (LANNA). The recognition of LANNA's financial performance changed from the equity method at 44.99% shareholding to full consolidation as a subsidiary at 61.44% shareholding. As a result, SCCC's 2024 consolidated financial statements now include LANNA's performance, along with a one-time gain (including amortization) of THB 1,819 million from the Purchase Price Allocation (PPA) as required by the accounting standards.

Key Highlights

- Like-for-like EBITDA and net profit (LANNA at 44.99%) rose 15% and 31% YoY, driven by SCCC's strong performance and efficiency gains from the FIT+ program.
- With LANNA fully consolidated at 61.44%, EBITDA grew 28% YoY, while net profit rose 33% YoY to THB 3,569 million, driven by SCCC's strong performance of THB 3,382 million and THB 187 million from LANNA's consolidation.
- With a one-time PPA gain of THB 1,819 million from recognizing LANNA's net assets in Q4/2024, net profit surged 101% YoY to THB 5,388 million.

SCCC's EBITDA and NET Profit Calculated on an Equity Basis (44.99% Ownership) and Consolidation Basis (61.44% ownership) of LANNA



Remark: The PPA (Purchase Price Allocation) is due to the gain from the recognition of net assets upon the consolidation of LANNA.

- Strong cash generation, ending 2024 with THB 3,342 million after dividend payments totaling THB 11 per share of THB 3,278 million, debenture redemptions of THB 4,500 million, and capital expenditures of THB 2,177 million for land, plant upgrades, and infrastructure.
- The 2024 interim dividend of THB 4 per share and the proposed final dividend of THB 7 per share will result in a total dividend of THB 11 per share, reflecting a payout ratio of 61% (93% excluding the one-time LANNA gain) and a dividend yield of 6.73%.

Analysis of Financial Performance

Revenues

(Unit : THB Million)

	For the year ended December 31				
	2024	**2023**	**+/-**	**% change**	**2022**
Revenues					
Net sales	43,790	42,218	1,572	4%	50,126
Gain on exchage	28	369	(341)	-92%	-
Other income	2,272	210	2,062	982%	166
Total Revenues	**46,090**	**42,797**	**3,293**	**8%**	**50,292**

SCCC Group's net sales increased, driven by Vietnam's market recovery, which benefitted from accelerated public investment disbursements and the Company's go-to-market initiatives. In Sri Lanka, a more favorable economic environment, supported by IMF assitance and eased monetary policy, contributed to stronger demand. This positive momentum fully mitigated Thailand's soft cement market, where infrastructure activity declined due to delays in government budget disbursements, while the residential sector remained sluggish amid low purchasing power and high household debt.

Additionally, other income was bolstered by a one-time PPA gain (net of amortization) of THB 1,819 million from recognizing LANNA's net assets in Q4/2024 consolidation. As a result, the Group's revenue improved 8 percent to THB 46,090 million.

Expenses

(Unit : THB Million)

	For the year ended December 31				
	2024	**2023**	**+/-**	**% change**	**2022**
Expenses					
Cost of sales and services	30,774	31,696	(922)	-3%	36,923
Selling and distribution expenses	6,232	5,833	399	7%	7,761
Administrative expenses	1,853	1,892	(39)	-2%	1,764
Other expenses	177	310	(133)	-43%	1,281
Total expenses	**39,036**	**39,731**	**(695)**	**-2%**	**47,729**

Remark: The cost of sales and services, as well as administrative expenses in previous periods, were reclassified to conform with the current period's classification

Internal costs have continued to benefit from ongoing initiatives since 2023 to optimize structural costs, further supported by lower energy costs from a decline in average coal prices and electricity tariffs. As a result, the overall cost of sales and services decreased.

Additionally, reduced transportation costs contributed to lower selling and distribution expenses. Through continuous structural cost optimization, combined with favorable external factors, total expenses declined to THB 39,036 million, representing a 2% reduction compared to the previous year.

Depreciation, Interest and Tax

(Unit : THB Million)

	For the year ended December 31				
	2024	**2023**	**+/-**	**% change**	**2022**
Depreciation, Finance cost and Tax					
Depreciation and amortization	3,783	3,410	373	11%	3,728
Finance cost	1,159	1,300	(141)	-11%	1,090
Income tax expenses	1,173	572	601	105%	1,119

An 11 percent YoY rose in depreciation and amortization expenses, primarily due to the additional amortization of mining property assets measured at fair value following the LANNA consolidation.

Finance costs primarily reflected interest expenses on loans from financial institutions and debentures, along with fees related to trade financing to facilitate international trade activities. The decline in finance costs was driven mainly by the redemption of THB 4,500 million in debentures.

Income tax expenses amounted to THB 1,173 million, reflecting an increase from the previous year due to the company's higher profitability.

Analysis of Business Segments

(Unit : THB Million)

	For the year ended December 31				
	2024	**2023**	**+/-**	**% change**	**2022**
Net Sales					
Cement	28,209	28,445	(236)	-1%	34,077
Concrete and Aggregates	6,951	7,235	(284)	-4%	6,400
Waste Management and Industrial Services	1,583	1,093	490	45%	1,138
Light Building Materials	2,787	3,204	(417)	-13%	2,860
Energy	4,241	-	4,241	100%	-
Others	19	2,241	(2,222)	-99%	5,651
Total Net Sales by segment	**43,790**	**42,218**	**1,572**	**4%**	**50,126**

(Unit : THB Million)

	For the year ended December 31				
	2024	**2023**	**+/-**	**% change**	**2022**
EBITDA					
Cement	6,962	5,830	1,132	19%	7,531
Concrete and Aggregates	595	481	114	24%	310
Waste Management and Industrial Services	607	577	30	5%	485
Light Building Materials	423	377	46	12%	222
Energy	1,095	-	1,095	100%	-
Others	261	382	(121)	-32%	521

Remark: EBITDA by segment is presented before intersegment elimination

(Unit : THB Million)

	For the year ended December 31				
	2024	**2023**	**+/-**	**% change**	**2022**
Net Profit					
Cement	4,672	2,926	1,746	60%	4,540
Concrete and Aggregates	150	9	141	1567%	(146)
Waste Management and Industrial Services	362	355	7	2%	283
Light Building Materials	110	100	10	10%	(80)
Energy	305	-	305	100%	-
Others	29	78	(49)	-63%	227

Remark: Net profit by segment is presented before intersegment elimination

The Cement Segment revenue declined 1 percent to THB 28,209 million, primarily due to lower overall selling prices. However, this was partially offset by higher overall sales volumes. In Thailand, domestic cement consumption was impacted by delays in government budget implementation, weak purchasing power, and high household debt. While Bangladesh faced challenges from political instability and unusually high rainfall. However, this impact was partially offset by the rebound of cement demand in Vietnam, which gained momentum from go-to-market initiatives and increased public investment. In Sri Lanka, demand strengthened amid an improved macroeconomic environment, IMF support, and eased monetary policy. Despite softer revenue performance, the segment benefited from cost optimization initiatives more than offsetting the revenue decline, leading to an increase in both EBITDA and net profit for the segment.

The Concrete and Aggregate Segment was impacted by sluggish demand in the residential sector due to a high inventory of unsold units, heavy rains, and flooding in upcountry areas. This led to a 4% decline in revenue to THB 6,951 million. However, lower overall costs, particularly in raw materials, resulted in a significant increase in both EBITDA and net profit.

The Waste Management and Industrial Services Segment recorded revenue of THB 1,583 million, marking a 45 percent increase compared to the previous year. Growth was driven by the rising adoption of circular economy practices and sustainable development initiatives, leading to a higher number of projects. However, increased production and raw material costs impacted EBITDA and net profit.

The Light Building Material Segment generated revenue of THB 2,787 million, reflecting a 13 percent decline due to weakened domestic demand in the housing sector in both low-rise and high-rise segments. This was influenced by high household debt, elevated loan rejection rates, heavy rains, floodings, and an oversupply in the market. However, a reduction in overall costs, particularly in raw materials and fixed costs, contributed to an improvement in both EBITDA and net profit.

The newly established Energy Segment recorded revenue of THB 4,241 million. Q4/2024 was the first quarter of LANNA's consolidation following SCCC's increased shareholding from 44.99% to 61.44%, enhancing profitability, thermal material security, and financial strength. The segment achieved a strong EBITDA margin, supported by a favorable cost structure.

The Other Segment, comprising IT Services and Trading, reported revenue of THB 19 million, reflecting a 99 percent decline from the previous year as Trading operations transferred to the cement business at the beginning of 2024. IT services, solely supporting the SCCC Group, underwent cost optimizations, lowering standalone profitability but improving overall Group performance.

Analysis of Financial Position

	Unit	2024	2023	2022
Accounts receivable turnover	Times	8.06	8.41	10.07
Days receivable outstanding	Days	45	43	36
Inventory turnover	Times	7.78	5.61	6.18
Days inventory	Days	47	65	59
Accounts payable turnover	Times	4.87	4.64	5.42
Days payable outstanding	Days	75	79	67

Remark: The prior periods were reclassified to align with the current year's financial statement classification.

Net Working Capital

Due to more efficient inventory management and a lower inventory balance, inventory turnover rose from 5.61 to 7.78 times. Accounts Payable Turnover increased from 4.64 to 4.87 times, reflecting higher average accounts payable balance. There was a decrease in Accounts Receivable Turnover from 8.41 times to 8.06 times due to a higher average accounts receivable balance. Nonetheless, overall net working capital for the current year was negatively impacted by the consolidation of LANNA, as the nature of its business resulted in a relatively high level of associated current assets.

Key Financial Assets

Property, Plant and Equipment, Intangible Assets, and Mining Properties (Net)

(Unit : THB Million)

	As of December 31				
	2024	2023	+/-	% change	2022
Property, plant and equipment	28,554	24,924	3,630	15%	26,519
Intangible assets	8,087	7,083	1,004	14%	7,191
Mining properties	5,362	-	5,362	100%	-
Other non-current assets	360	369	(9)	-2%	390

Capital expenditures (CAPEX) for property, plant and equipment during the period was THB 2,689 million.

Some of the key CAPEX projects during 2024 are as follows.

- INDG SAP S4 HANA upgrade of THB 237 million
- Saraburi Purchase material reserve land of THB 137 million
- Saraburi Plant 2 Replace Gas Insulated Substation of THB 86 million
- SCCO Suphanburi Genuine Manufactured Sand plant of THB 80 million
- Vietnam Kiln line 2 of THB 79 million
- SCCO New plant of THB 70 million
- SCCO Suphanburi overburden stripping of THB 43 million
- CWT Install coating line no.5 of THB 39 million

Depreciation expense for the year amounted to THB 2,490 million, while the loss on disposal and write-off of assets during the year was THB 64 million. Since the overseas business units operated under different functional currencies, they were subjected to currency translation into Thai Baht. Due to the depreciation of the foreign exchange rate over the year, a foreign exchange loss of THB 43 million was incurred from the currency translation of Property, Plant and Equipment of overseas subsidiaries into Thai Baht.

Intangible assets consisted of mining concessions, computer software, customer relationships, brands, etc. Amortization charges for the year amounted to THB 469 million, while the gain from currency translating intangible assets of overseas subsidiaries into Thai Baht amounted to THB 286 million. Additionally, the amortization expense for mining properties from overseas subsidiaries of group LANNA amounted to THB 414 million, with a currency translation gain of THB 283 million.

Funding

As at 31 December 2024, the capital structure of the Group consisted of net financial debt, including lease liabilities, at THB 14,416 million (gross financial debt amount of THB 19,831 million and net of cash and cash equivalents amount of THB 5,415 million) and shareholders' equity of THB 42,769 million.

This represented an interest bearing debt-to-equity ratio of 0.46 times, which decreased from the prior year (2023: 0.48 times) mainly due to lower outstanding debenture.

Short-Term and Long-Term Debt

The gross financial debt included debentures comprising a series of unsubordinated and unsecured debentures with varying maturities. These have been prudently distributed across different years to mitigate concentration risk, as detailed below:

Issued date	Amount THB Million	Due date
29 April 2016	2,000	Y2026
9 May 2017	9,500	Y2027, Y2029

The proceeds of the debenture were primarily utilized to finance the acquisitions of overseas businesses in recent years. In addition, the Group carried long-term loans from financial institutions and lease liabilities amounting to THB 1,244 million and short-term loans, including the current portion of long-term loan and lease liabilities of THB 7,095 million.

Shareholder's Equity

As at 31 December 2024, shareholders' equity stood at THB 42,769 million (compared to THB 33,848 million in 2023). This figure comprises accumulated reserves, share premium, and retained earnings totaling THB 43,983 million, offset by a negative currency translation adjustment of THB 9,285 million. Non-controlling interests in subsidiaries amounted to THB 8,071 million.

Analysis of Cash Flow Statement

The Group reported a cash and cash equivalent balance of THB 5,415 million as at 31 December 2024, ensuring sufficient liquidity for the operations. Net cash generated from operating activities amounted to THB 8,231 million, indicating an increase compared to the previous year (2023: THB 5,804 million), primarily attributed to the THB 3,787 million rise in profit before tax from stronger operational performance.

Net cash outflows from investing activities amounted to THB 1,197 million (2023: THB 46 million), mainly from THB 2,174 million in the acquisitions of property plant and equipment, which was partially offset by net cash inflows from investing in subsidiaries (LANNA) of THB 765 million.

Net cash outflows from financing activities of THB 7,466 million (2023: THB 3,218 million) was primarily from the redemption of debentures of THB 4,500 million and dividend payments totaling THB 3,534 million during this year.

Sustainability

We remain committed to reducing carbon intensity in our products, aligning with the goals outlined in our "Sustainability Ambition 2030" commitments and the guidelines set forth by the Global Cement and Concrete Association (GCCA).

As part of our ESG-based investments in 2024, we established INSEE B.Grimm Solar Company Limited through a joint investment with the B.Grimm Group to commercially support renewable solar energy in Thailand. Our rooftop and ground-mounted solar project is progressing well and is scheduled for completion by April 2025, with an expected electricity generation capacity of 83 MW by September 2025. This initiative targets a carbon reduction of 54,000 tons annually, contributing to our goal of sourcing 50% of our energy from clean energy sources by 2030.

Additionally, we introduced new low-carbon products in Thailand, including INSEE Petch Ngarn Thang Luang, which features a market-leading clinker factor of 69.4 percent, the lowest for road applications, offering over 20 percent lower carbon emissions compared to Portland cement Type 1. Other new products include Blue Globe low-carbon cement for structural work, Green Globe low-carbon cement for bricklaying and plastering, and INSEE DUM, a high early strength low-carbon cement. In Bangladesh, we launched INSEE ECO Plus+, a low-carbon cement designed for durable construction in coastal regions.

In 2024, the Group achieved a Thermal Substitution Rate (TSR) of 28.6 percent, marking an improvement from 21.2 percent in 2023. Additionally, we have effectively reduced the clinker factor to 69.7 percent, down from 72.6 percent in 2023. These milestones highlight our ongoing progress toward reducing CO_2 emissions in line with our sustainability targets.

Innovation and collaborative partnerships with key stakeholders are central to the Group's mission, with a strong focus on driving impactful sustainable development initiatives. The Group remains committed to social responsibility, ensuring the protection of human rights in accordance with the Group HR Policy and supporting neighboring communities. We continue to uphold the highest international standards of corporate governance and industry best practices in occupational health and safety.

We consistently prioritize top management attention to our governance approaches and have earned recognition for our ESG efforts from leading organizations in the region, including the Stock Exchange of Thailand, the international EPD system, the Vietnam Confederation of Commerce and Industry (VCCI), and the Vietnam Green Building Council (VGBC).

Outlook

Despite global geopolitical uncertainties, we remain cautiously optimistic, leveraging strategic opportunities across our operating countries. Thailand's construction market is supported by government infrastructure, residential stimulus measures, and manufacturers relocating to Thailand, highlighting its resilience despite high household debt and restricted financing from banks. Vietnam's strong macroeconomic momentum, supported by new land and real estate laws, lower mortgage rates, FDI, and government investments, present long-term growth opportunities despite competitive pricing pressures. Improving sales in retail and industrial segments in Sri Lanka reflects stronger macroeconomic fundamentals and favorable election outcomes. The integration of LANNA into SCCC's portfolio is expected to further strengthen profitability, diversify our business, mitigate industry cyclicality, and expand our energy sector footprint. Our FIT+ initiative continues to drive efficiency, cost reductions, and market share expansion.

Financial Statement

Consolidated Statements of Financial Position

(Unit : THB Million)

	2024		2023		2022	
	Amount	**%**	**Amount**	**%**	**Amount**	**%**
ASSETS						
CURRENT ASSETS						
Cash and cash equivalents	5,415	7%	6,027	9%	3,430	5%
Bank deposit with withdrawal restrictions	989	1%	-	-	-	-
Trade and other receivables	5,753	8%	4,668	7%	4,881	7%
Short-term loans to unrelated party	6	-	15	-	-	-
Derivative assets	-	-	-	-	25	-
Inventories	3,927	5%	3,798	5%	7,290	10%
Other current financial assets	1,731	2%	-	-	-	-
Value added tax refundable	1,220	1%	217	-	224	-
Current tax assets	375	-	2	-	79	-
Advance payments for purchases of goods	394	-	167	-	232	-
Assets held for sale	60	-	38	-	17	-
Other current assets	660	1%	252	1%	347	1%
TOTAL CURRENT ASSETS	**20,530**	**25%**	**15,184**	**22%**	**16,525**	**23%**
NON-CURRENT ASSETS						
Bank deposit with a guarantee obligation	315	-	151	-	11	-
Investment in joint venture	1,574	2%	1,586	2%	2,099	3%
Investments in associates	448	1%	3,831	5%	3,558	4%
Long-term loans to related party	9	-	-	-	-	-
Investment properties	607	1%	519	1%	491	-
Biological assets	23	-	-	-	-	-
Property, plant and equipment	28,554	35%	24,924	36%	26,519	36%
Right-of-use assets	1,350	2%	1,338	2%	1,363	2%
Assets not used in operations	20	-	25	-	30	-
Goodwill	13,030	16%	13,466	19%	13,797	19%
Intangible assets	8,087	10%	7,083	10%	7,191	10%
Mining properties	5,362	6%	-	-	-	-
Deferred tax assets	1,296	2%	1,223	2%	1,379	2%
Other non-current assets	360	-	369	1%	390	1%
TOTAL NON-CURRENT ASSETS	**61,035**	**75%**	**54,515**	**78%**	**56,828**	**77%**
TOTAL ASSETS	**81,565**	**100%**	**69,699**	**100%**	**73,353**	**100%**

Consolidated Statements of Financial Position (continued)

(Unit : THB Million)

	2024		2023		2022	
	Amount	**%**	**Amount**	**%**	**Amount**	**%**
LIABILITIES AND SHAREHOLDERS' EQUITY						
CURRENT LIABILITIES						
Short-term loans from related parties	603	1%	-	-	-	-
Bank overdrafts and short-term loans from other financial institutions	4,030	5%	2,793	4%	2,325	3%
Trade and other payables	7,105	9%	5,527	8%	8,134	11%
Current portion of long-term loans from related financial institution	2,100	3%	-	-	-	-
Current portion of long-term loans from other financial institutions	65	-	43	-	262	-
Current portion of lease liabilities	297	-	341	1%	359	1%
Current portion of debentures	-	-	4,498	6%	-	-
Current portion of long-term liabiities for concession and license fee	94	-	100	-	125	-
Derivative liabilities	6	-	-	-	76	-
Income tax payable	556	1%	175	-	265	-
Deferred revenue	986	1%	779	1%	822	1%
Accrued electricity	248	-	229	-	328	1%
Other accrued expenses	1,768	2%	1,375	2%	1,590	2%
Other current liabilities	483	1%	317	1%	205	-
TOTAL CURRENT LIABILITIES	**18,341**	**23%**	**16,177**	**23%**	**14,491**	**19%**

Consolidated Statements of Financial Position (continued)

(Unit : THB Million)

	2024		2023		2022	
	Amount	%	Amount	%	Amount	%
NON-CURRENT LIABILITIES						
Long-term loans from related financial institution - net of current portion	100	-	2,000	3%	2,000	3%
Long-term loans from other financial institutions - net of current portion	44	-	-	-	48	-
Lease liabilities - net of current portion	1,100	1%	1,020	2%	978	2%
Debentures - net of current portion	11,492	14%	11,489	17%	15,983	22%
Long-term liabilities for concession and license fee - net of current portion	608	1%	701	1%	802	1%
Provision for long-term employee benefits	2,761	3%	2,342	3%	2,398	3%
Provision for site restoration and decommissioning costs	560	1%	356	1%	357	1%
Deferred tax liabilities	3,718	5%	1,684	2%	1,703	2%
Other non-current liabilities	72	-	82	-	91	-
TOTAL NON-CURRENT LIABILITIES	**20,455**	**25%**	**19,674**	**29%**	**24,360**	**34%**
TOTAL LIABILITIES	**38,796**	**48%**	**35,851**	**52%**	**38,851**	**53%**
SHAREHOLDERS' EQUITY						
Share capital						
Registered						
298,000,000 ordinary shares of Baht 10 each	2,980	-	2,980	-	2,980	-
Issued and fully paid up						
298,000,000 ordinary shares of Baht 10 each	2,980	4%	2,980	4%	2,980	4%
Share premium	26,413	32%	26,413	38%	26,413	36%
Retained earnings						
Appropriated - statutory reserve	300	-	300	-	300	-
Unappropriated	14,290	18%	12,279	18%	12,377	17%
Other components of shareholders' equity	(9,285)	(12%)	(8,991)	(13%)	(8,830)	(12%)
Equity attributable to owners of the Company	34,698	42%	32,981	47%	33,240	45%
Non-controlling interests of the subsidiaries	8,071	10%	867	1%	1,262	2%
TOTAL SHAREHOLDERS' EQUITY	**42,769**	**52%**	**33,848**	**48%**	**34,502**	**47%**
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	**81,565**	**100%**	**69,699**	**100%**	**73,353**	**100%**

Consolidated Income Statements and Consolidated Statements of Comprehensive Income

(Unit : THB Million)

	2024		2023		2022	
	Amount	**%**	**Amount**	**%**	**Amount**	**%**
Revenues						
Revenues	43,790	95%	42,218	99%	50,126	100%
Gain on exchange	28	-	369	1%	-	-
Other income	2,272	5%	210	-	166	-
Total Revenues	**46,090**	**100%**	**42,797**	**100%**	**50,292**	**100%**
Expenses						
Cost of sales	30,061	65%	31,116	73%	36,270	72%
Cost of services	713	2%	580	1%	653	1%
Selling and distribution expenses	6,232	14%	5,833	14%	7,761	15%
Administrative expenses	1,853	4%	1,892	4%	1,764	4%
Other expenses	177	-	310	1%	1,281	2%
Total expenses	**39,036**	**85%**	**39,731**	**93%**	**47,729**	**94%**
Operating profit	**7,054**	**15%**	**3,066**	**7%**	**2,563**	**6%**
Share of profit from investment in joint venture	190	-	253	1%	237	-
Share of profit from investments in associates	603	1%	958	2%	1,290	2%
Finance income	163	-	86	-	86	-
Finance cost	(1,159)	(3%)	(1,299)	(3%)	(1,090)	(2%)
Profit before income tax	**6,851**	**15%**	**3,064**	**7%**	**3,086**	**6%**
Income tax expenses	(1,173)	(2%)	(572)	(1%)	(1,119)	(2%)
Profit for the year	**5,678**	**12%**	**2,492**	**6%**	**1,967**	**4%**
Profit attributable to:						
Equity holders of the Company	5,388	12%	2,682	6%	1,857	4%
Non-controlling interests of the subsidiaries	290	1%	(190)	-	110	-
	5,678	**12%**	**2,492**	**6%**	**1,967**	**4%**
Basic earnings per share						
Profit attributable to equity holders of the Company (Baht)	18.08		9.00		6.23	
Weighted average number of ordinary shares (Million shares)	298		298		298	

Consolidated Income Statements and Consolidated Statements of Comprehensive Income (continued)

(Unit : THB Million)

	2024	2023	2022
Profit for the year	**5,678**	**2,492**	**1,967**
Other comprehensive income:			
Other comprehensive income to be reclassified to profit or loss in subsequent periods			
Exchange differences on translation of financial statements in foreign currency	17	(190)	(4,024)
Gain on cash flow hedge - net of tax	-	-	5
Share of other comprehensive income of joint venture and associated companies - exchange differences on translation of financial statements in foreign currency	(192)	(53)	229
Other comprehensive income to be reclassified to profit or loss in subsequent periods	(175)	(243)	(3,790)
Other comprehensive income not to be reclassified to profit or loss in subsequent periods			
Actuarial gain (loss) - net of tax	(105)	(97)	112
Share of other comprehensive income of associated companies - actuarial gain (loss)	3	(1)	-
Other comprehensive income not to be reclassified to profit or loss in subsequent periods	(102)	(98)	112
Other comprehensive income for the year	**(277)**	**(341)**	**(3,678)**
Total comprehensive income for the year	**5,401**	**2,151**	**(1,711)**
Total comprehensive income attributable to:			
Equity holders of the Company	4,995	2,423	(1,791)
Non-controlling interests of the subsidiaries	406	(272)	80
	5,401	**2,151**	**(1,711)**

Consolidated Statements of Cash Flows

(Unit : THB Million)

	2024		2023		2022	
	Amount	**%**	**Amount**	**%**	**Amount**	**%**
Cash flows from operating activities						
Profit before tax	6,851	100%	3,064	100%	3,086	100%
Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities:						
Share of profit from investment in joint venture and associated companies	(793)	(12%)	(1,211)	(40%)	(1,527)	(49%)
Gain on bargain purchase	(1,890)	(28%)	-	-	-	-
Depreciation and amortization	3,783	55%	3,410	111%	3,728	121%
Impairment loss on financial assets (reversal)	4	-	(11)	-	53	2%
Reduction of inventory to net realisable value (reversal)	17	-	(13)	-	29	1%
Unrealised gain on change in value of other current financial assets	-	-	-	-	-	-
Write-off of value added tax refundable and prepaid income tax	(3)	-	-	-	-	-
Loss on disposal of non-current assets held for sale	-	-	2	-	-	-
Loss on write-off of deferred stripping costs	90	1%	-	-	-	-
Allowance for impairment loss on non-financial assets (reversal)	(8)	-	127	4%	-	-
Net loss on disposals/write-off of non-financial assets	64	1%	150	5%	89	3%
Provision for long-term employee benefits and other provisions	255	4%	216	7%	174	6%
Provision for site restoration and decommissioning costs	46	1%	-	-	-	-
Amortisation of deferred income from grants related to assets	(9)	-	(9)	-	(9)	-
Net (gain) loss on derivative instruments at fair value through profit or loss	(6)	-	(50)	(2%)	50	2%
Unrealised (gain) loss on exchange	(3)	-	(288)	(9%)	502	16%
Finance income	(163)	(2%)	(86)	(3%)	(86)	(3%)
Interest expenses	947	14%	1,095	36%	916	30%
Profit from operating activities before changes in operating assets and liabilities	**9,182**	**134%**	**6,396**	**209%**	**7,005**	**229%**

Consolidated Statements of Cash Flows (continued)

(Unit : THB Million)

	2024		2023		2022	
	Amount	**%**	**Amount**	**%**	**Amount**	**%**
Operating assets decrease (increase):						
Trade and other receivables	479	7%	257	8%	(571)	(19%)
Inventories	441	6%	3,648	119%	(3,416)	(111%)
Value added tax refundable	(197)	-	-	-	-	-
Advance payments for purchases of goods	(109)	(2%)	89	3%	(232)	(8%)
Other current assets	(26)	-	82	3%	(29)	(1%)
Operating liabilities increase (decrease):						
Trade and other payables	463	7%	(2,507)	(82%)	2,956	96%
Accrued expenses and other current liabilities	(56)	(1%)	(264)	(9%)	72	2%
Other non-current liabilities	(1)	-	-	-	(1)	-
Provision for long-term employee benefits	(136)	(2%)	(409)	(13%)	(91)	(3%)
Provision for site restoration	(29)	-	(5)	-	(10)	-
Cash from operating activities	**10,011**	**149%**	**7,287**	**238%**	**5,683**	**185%**
Interest received	169	2%	82	3%	82	2%
Interest paid	(800)	(12%)	(973)	(32%)	(773)	(25%)
Cash received from tax refund	10	-	78	3%	-	-
Cash paid for income tax	(1,159)	(17%)	(670)	(22%)	(848)	(27%)
Net cash from operating activities	**8,231**	**122%**	**5,804**	**190%**	**4,144**	**135%**

Consolidated Statements of Cash Flows (continued)

(Unit : THB Million)

	2024		2023		2022	
	Amount	**%**	**Amount**	**%**	**Amount**	**%**
Cash flows from investing activities						
Increase in investments in fixed deposits	(204)	(3%)	-	-	-	-
Net decrease in short-term loans to unrelated parties	9	-	-	-	-	-
Decrease (increase) in restricted bank deposits	137	2%	(141)	(4%)	(1)	-
Proceeds from disposals of non-current assets held for sale	13	-	13	-	-	-
Proceeds from disposals of investment properties	16	-	4	-	11	-
Proceeds from disposals of property, plant and equipment	46	1%	8	-	6	-
Acquisitions of property, plant and equipment	(2,174)	(32%)	(1,316)	(43%)	(1,804)	(58%)
Cash paid for acquisition of right-of-use assets	-	-	-	-	(64)	(2%)
Increase in intangible assets	(264)	(4%)	(29)	(1%)	(28)	(1%)
Acquisitions of biological asset	(1)	-	-	-	-	-
Cash receipt from capital reduction of joint venture	-	-	504	16%	-	-
Net cash increase (decrease) from investing in subsidiaries	765	11%	-	-	-	-
Decrease (increase) in other non-current assets	(275)	(4%)	18	1%	20	1%
Dividend received	735	11%	893	29%	886	29%
Net cash from (used in) investing activities	**(1,197)**	**(15%)**	**(46)**	**(2%)**	**(974)**	**(31%)**

Consolidated Statements of Cash Flows (continued)

(Unit : THB Million)

	2024		2023		2022	
	Amount	**%**	**Amount**	**%**	**Amount**	**%**
Cash flows from financing activities						
Net increase in short-term loans from related financial institutions	114	2%	-	-	-	-
Net increase (decrease) in bank overdrafts and short-term loans from other financial institutions	929	14%	515	17%	(529)	(17%)
Increase in long-term loans from related financial institution	-	-	-	-	2,000	64%
Increase in long-term loans from other financial institutions	-	-	-	-	105	3%
Repayment of long-term loans from other financial institutions	(63)	(1%)	(265)	(9%)	(7,310)	(237%)
Cash paid for redemption of debentures	(4,500)	(66%)	-	-	-	-
Payment of lease liabilities	(462)	(7%)	(502)	(16%)	(490)	(16%)
Payment of liabilities for acquisitions of concession and license fee	(124)	(2%)	(154)	(5%)	(153)	(5%)
Dividend paid	(3,534)	(52%)	(2,804)	(92%)	(3,013)	(98%)
Cash paid for repurchase of subsidiary's share capital	(1)	-	(1)	-	-	-
Proceeds from call for additional paid-up capital of subsidiary	188	3%	-	-	-	-
Interest paid	(13)	-	(7)	-	(107)	(3%)
Net cash used in financing activities	**(7,466)**	**(109%)**	**(3,218)**	**(105%)**	**(9,497)**	**(309%)**
Increase (decrease) in translation adjustments	**(198)**	**(3%)**	**47**	**2%**	**103**	**3%**
Net increase (decrease) in cash and cash equivalents	**(630)**	**(9%)**	**2,587**	**85%**	**(6,224)**	**(202%)**
Cash and cash equivalents at beginning of year	6,027	88%	3,430	112%	9,662	313%
Effect of change in foreign exchange rate on cash at banks	18	-	10	-	(8)	-
Cash and cash equivalents at end of year	**5,415**	**79%**	**6,027**	**197%**	**3,430**	**111%**

Consolidated Statements of Cash Flows (continued)

(Unit : THB Million)

	2024		2023		2022	
	Amount	**%**	**Amount**	**%**	**Amount**	**%**
Supplemental disclosures of cash flows information:						
Non-cash related transactions from investing activities:						
Payables from acquisitions of property, plant, and equipment	949		165		279	
Transferred assets not used in operations to property, plant and equipment	3		-		-	
Transferred investment properties to property, plant and equipment	24		5		-	
Transferred property, plant and equipment to assets held for sale	24		38		-	
Transferred property, plant and equipment to investment properties	10		37		5	
Transferred property, plant and equipment to intangible assets	26		4		4	
Transferred property, plant and equipment to deferred coal mining project expense	21		-		-	
Transferred intangible assets to property, plant, and equipment	-		-		53	
Transferred inventories to property, plant and equipment	10		53		-	
Increase (decrease) in property, plant, and equipment from provision for site restoration and decommissioning costs	7		4		(10)	
Increase in right-of-use assets from provision for decommissioning costs	5		-		2	
Increase in intangible assets from long-term liabilities for concession and license fee	-		1		3	

Consolidated Statements of Cash Flows (continued)

(Unit : THB Million)

	2024		2023		2022	
	Amount	**%**	**Amount**	**%**	**Amount**	**%**
Non-cash related transactions from financing activities:						
Acquisitions of right-of-use assets under lease contracts	222		354		200	
Increase (decrease) in assets and liabilities from lease reassessment/modification						
- Right-of-use assets	137		58		136	
- Lease liabilities	141		52		137	
- Provision for decommissioning costs	(5)		(8)		-	

Financial Ratio of Siam City Cement Public Company Limited and its subsidiaries

	Unit	2024	2023	2022
Liquidity ratios				
Current ratio	Times	1.12	0.94	1.14
Quick ratio	Times	0.66	0.66	0.57
Cash flows from operating activities to current liabilities ratio	Times	0.48	0.38	0.24
Accounts receivable turnover	Times	8.06	8.41	10.07
Days receivable outstanding	Days	45	43	36
Finished good turnover	Times	22.48	19.02	24.86
Days Finished good outstanding	Days	16	19	15
Inventory turnover	Times	7.78	5.61	6.18
Days inventory outstanding	Days	47	65	59
Accounts payable turnover	Times	4.87	4.64	5.42
Days payable outstanding	Days	75	79	67
Cash cycle	Days	17	29	28

Financial Ratio of Siam City Cement Public Company Limited and its subsidiaries (continued)

	Unit	2024	2023	2022
Profitability ratios				
Gross profit margin	%	30	25	26
Operating profit margin	%	12	7	8
Other profit margin	%	4.61	0.63	-2.22
Cash flows from operating activities on net income margin	%	161	194	109
Net income margin	%	12	6	4
Return on shareholders' equity	%	14	8	5
Efficiency ratios				
Return on assets	%	7	4	2
Return on fixed assets	%	28	20	17
Total assets turnover	Times	0.61	0.60	0.65
Financial policy ratios				
Debt - to - equity ratio	Times	0.91	1.06	1.13
Interest coverage ratio	Times	11.94	7.76	10.30
Interest bearing debt to EBITDA ratio	Times	2.04	2.92	2.42
Debt service coverage ratio	Times	1.37	0.99	3.08
Dividend payout ratio on net profit	%	61	78	144

INSEE

Financial Report 2024

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Annual Registration Statement/
Annual Report

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Report of the Board of Directors' Responsibilities for Financial Statements

The financial statements of Siam City Cement Public Company Limited and its subsidiaries have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Profession Act B.E. 2547. The presentation of the financial statements has been made in compliance with the stipulations of the Notification of the Department of Business Development dated 28 September 2011, issued under the Accounting Act B.E. 2543. The Company has chosen with careful consideration its accounting policies, which are proper to its business operations, and has always strictly adhered to these policies in all material respect. All material information has been sufficiently disclosed in the notes to the financial statements.

The Board of Directors of the Company is held accountable for correctness, completeness and timelines of the aforementioned financial statements, including financial data as shown in the one report. The Board has also adopted an effective internal control system which provides a reasonable basis and assurance that the financial data reported are accurate, complete and adequate to protect assets and prevent possible misappropriation including other operational irregularities in the operations of the Company.

The Audit Committee, consisting of three independent directors performing its duties in compliance with The Stock Exchange of Thailand guidelines under the Best Practice Guidelines for Audit Committees, assists the Board of Directors by overseeing internal and external audit matters on its behalf, and operates under a written charter adopted by the Committee and the Board of Directors. The report of the Audit Committee and the report of the independent auditor appear in this one report.

Paul Heinz Hugentobler	Ranjan Sachdeva
Chairman and Authorize Director	Authorize Director

Report of the Audit Committee

Dear Shareholders,

The Board of Directors of Siam City Cement Public Company Limited has appointed an Audit Committee consisting of three independent directors who are experts with extensive experience in the cement industry, accounting and finance, legal matters and business. All members possess qualifications as required by the regulations of the Securities and Exchange Commission, Thailand (SEC) and the Stock Exchange of Thailand (SET).

The Audit Committee has consistently performed its duties independently and objectively in accordance with its charter, which is reviewed annually to align with current business priorities and approved by the Board of Directors. Additionally, the Audit Committee advocates a strong culture emphasizing good governance, ethics, integrity, accountability and transparency for a long-term sustainable business.

In 2024, the Audit Committee held a total of 11 meetings, with full attendance by all members.

An annual performance evaluation of the Audit Committee was conducted, yielding satisfactory results. The Audit Committee considered business risk assessment, comprehensive risk management planning, organizational efficiency and cybersecurity oversight to enhance corporate governance within the group. It also determined he priority areas for the 2025 audit plan.

Key activities of the Audit Committee in 2024

(1) **Review of Financial Reports:** The Audit Committee thoroughly reviewed significant information in the quarterly and annual financial statements of Siam City Cement Public Company Limited and its subsidiaries, in collaboration with Management and External Auditors, ensuring compliance with Thai Financial Reporting Standards (TFRS) and International Financial Reporting Standards (IFRS). Discussions with the Management and External Auditors covered financial statements accuracy, disclosure, material accounting adjustments, audit scope, adequacy of accounting practices, Key Audit Matters (KAM) and internal control assessments. To uphold financial reporting standards and protect stakeholders' interests, the Audit Committee met independently with the External Auditors to discuss audit approaches, the quarterly and annual audit plan and to identify any unusual transactions. The External Auditors found no significant concerns or indication of fraud affecting the company's financial statements. The Audit Committee also monitored changes in accounting standards and reviewed Management's financial analysis reports. Additionally, it approved non-audit services provided by External Auditor to maintain External Auditor independence.

(2) **Review of Related Party Transactions and Potential Conflicts of Interest:** The Audit Committee reviewed the related party transactions and those potentially conflicting with the company's interests on a quarterly basis. These reviews prioritized business normality, transparency, adequate disclosure and adherence to arm's length principles. The review results were disclosed to the SET in a timely manner.

(3) **Risk Management Process Review:** The Audit Committee conducted quarterly assessments of the Company's risk management processes, which were further strengthened in 2024.

(4) **Evaluation of Internal Controls and oversight of the Group Internal Audit and Compliance function:** The Audit Committee reviewed the effectiveness of internal controls with the Group Internal Audit and Compliance department and Group Chief Executive Officer / Group Chief Financial Officer on a monthly basis and with External Auditors on a quarterly basis. The review covered business focus, organizational efficiency and continuous strengthening of the internal control system through training and awareness programs. The Audit Committee was satisfied with Management's remedial actions on audit observations and recommendations, concluding that the organization's internal control was adequate. The External Auditors also opined that there were no material deficiencies impacting the Company's financial statements. The Audit Committee further reviewed and approved the Group Internal Audit and Compliance Annual Plan for 2025, including the associated budget.

(5) **Compliance with Governance and Regulatory Requirement:** The Audit Committee ensured compliance with SEC, SET and other relevant regulations, reviewing quarterly compliance reports, while promoting good corporate governance through training and communication initiatives, including e-learning programs. It also assessed reports from the company's whistleblowing system (INSEE Speak Up) concerning external complaints, fraud investigations and risk assessments, implementing preventive measures where necessary. Additionally, the Committee reviewed updates to the Governance, Risk and Compliance (GRC) framework, including revisions to the Manual of Authorities and the Policy Landscape across the group. In overseeing Environmental, Social and Governance (ESG) risks, compliance and reporting, the Audit Committee ensured transparency and accountability by aligning ESG disclosures with global standards, validating ESG data through internal controls and encourage ethical business practices, including anti-corruption policies. It also promoted board and management accountability for ESG integration, embedding sustainability into corporate strategy and risk management to enhance long-term business resilience and stakeholder confidence.

(6) **Investment Project Monitoring:** The Audit Committee monitored the progress of key investment projects to assess the appropriateness of management, resource allocation and their impact on Company performance.

(7) **Appointment of the External Auditors for 2025:** The Audit Committee recommends the appointment of Ms. Kamontip Lertwitworatep and/or Ms. Sarinda Hirunprasurtwutti and/or Mr. Chayanut Metkunakorn of EY Office Limited as the Company's External Auditors for 2025 with the audit fees for the Board's concurrence and the shareholders' approval at the AGM 2025.

In summary, the Audit Committee is of the opinion that the Company's financial statements have been prepared in compliance with financial reporting standards. The related party transactions were at arm's length under normal business conditions, risk management, internal controls and governance measures were adequate and effective and the Company remained fully compliant with all relevant regulations.

Dr. Sunee Sornchaitanasuk

Chairperson of the Audit Committee

Independent Auditor's Report

To the Shareholders of Siam City Cement Public Company Limited

Opinion

I have audited the accompanying consolidated financial statements of Siam City Cement Public Company Limited and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at 31 December 2024, and the related consolidated statements of income, comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information, and have also audited the separate financial statements of Siam City Cement Public Company Limited for the same period (collectively "the financial statements").

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Siam City Cement Public Company Limited and its subsidiaries and of Siam City Cement Public Company Limited as at 31 December 2024, their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the Group in accordance with the Code of Ethics for Professional Accountants including Independence Standards issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that are relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matter

I draw attention to the Note 11 to the financial statements regarding the acquisitions of additional shares in Lanna Resources Public Co., Ltd. and Thai Agro Energy Public Co., Ltd from their former shareholders through a tendor offer in August 2024. The Company has already completed its assessment of the fair value of identifiable assets acquired and liabilities assumed at the acquisition date and adjusted the financial statements at the acquisition date of Lanna Resources Public Co., Ltd. in the year 2024. The Company recognised gain on purchase bargain of Baht 1,760 million in the consolidated income statement for the year ended 31 December 2024.

My opinion is not modified in respect of this matter.

Key Audit Matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

I have fulfilled the responsibilities described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report, including in relation to these matters. Accordingly, my audit included the performance of procedures designed to respond to my assessment of the risks of material misstatement of the financial statements. The results of my audit procedures, including the procedures performed to address the matters below, provide the basis for my audit opinion on the accompanying financial statements as a whole.

Key audit matters and how audit procedures respond for each matter are described below.

Revenue recognition

As discussed in Note 4.1 to the financial statements regarding the accounting policies on revenue recognition which is the transaction having significant amounts in the financial statements and directly affects profit or loss of the Group. In addition, the sales transactions of the Group are made with a large number of customers and there is a variety of arrangements and conditions, pertaining to matters such as sales promotions, discounts and special programme to boost sales. As a result, the Group's recognition of revenue from sales and recording of deferred revenue from sale promotions and discounts are complex. I therefore gave significant attention to the revenue recognition of the Group.

I examined the Group's revenue recognition by assessing and testing the Group's IT system and its internal controls with respect to the revenue cycle by making inquiry of responsible executives, gaining an understanding of the controls and selecting representative samples to test the operation of the designed controls. I applied a sampling method to select sales transactions occurring during the year and near the end of the accounting period to examine the supporting documents and reviewed credit notes that the Group issued after the period-end. I tested the data being used in calculating and recording deferred revenue from sales promotions and discounts at the end of reporting period whether it was consistent with the conditions of the relevant agreements or arrangements with the customers. I also performed analytical procedures of disaggregated data to detect possible irregularities in sales transactions throughout the period, particularly for accounting entries made through journal vouchers.

Goodwill and brands with indefinite useful lives

I have focused my audit on the consideration of the impairment of goodwill and brands with indefinite useful lives as discussed in Note 18 of the financial statements, because the assessment of impairment of goodwill and brands is a significant accounting estimate requiring management to exercise a high degree of judgement in identifying the cash generating units, estimating the cash inflows that are expected to be generated from that group of assets in the future, and setting an appropriate discount rate and long-term growth rate.

For the consideration of the impairment of goodwill and brands with indefinite useful lives, I assessed the identification of cash generating units and the financial models selected by management by gaining an understanding of management's decision-making process and assessing whether the decisions made were consistent with how assets are utilised. In addition, I tested the significant assumptions applied by management in preparing estimates of the cash flows expected to be realised from the assets, by comparing those assumptions with information from both internal and external sources and comparing past cash flow projections to actual operating results in order to evaluate the exercise of management judgement in estimating the cash flow projections. I also evaluated the discount rate applied by management through analysis of the moving average finance costs of the Company and of the industry and involving internal specialist to assist in the assessment of this information for goodwill and brands from the significant business combinations by comparing it to external sources based on a specialist's knowledge and past experience, tested the calculation of the realisable values of the assets using the selected financial model and considered the impact of changes in key assumptions on those realisable values, especially changes in the discount rate and long-term revenue growth rates. Moreover, I reviewed the disclosures made with respect to the impairment assessment for goodwill and brands, as well as sensitivity of the impact of changes in key assumptions to the cash flow projections.

Business combination

As discussed in Note 11 to the financial statements, during the third quarter of 2024, the Company and Sunrise Equity Co., Ltd., major shareholder of the Company, jointly submitted a tender offer to acquire shares of Lanna Resources Public Co., Ltd. and Thai Agro Energy Public Co., Ltd., which were the Company's associates. In October 2024, the Company accepted and received the shares offered for sale. Such share acquisitions resulted in the Company having control over Lanna Resources Public Co., Ltd. and indirect control over Thai Agro Energy Public Co., Ltd. Consequently, the status of both companies was changed from associates to subsidiaries of the Company, and their financial statements were included in the consolidated financial statements from the date on which the Company assumed control. The Company has already completed its assessment of the fair value of identifiable assets acquired and liabilities assumed at the acquisition date and adjusted the financial statements at the acquisition date of Lanna Resources Public Co., Ltd. in the year 2024. The Company recognised gain on bargain purchase of Baht 1,760 million in the consolidated income statement for the year ended 31 December 2024. I focused on these tender offer transactions since they were material to the financial statements as a whole, and management needed to exercise substantial judgement to determine the assumptions used as a basis for recognition of the acquisitions at the date on which the Company assumed control and determining the useful lives of the intangible assets acquired, which affected to the recognition of the assets acquired and liabilities assumed.

I reviewed the terms and conditions of the agreements and inquired of management as to the nature and objectives of the acquisitions in order to determine whether the acquisitions met the definition of a business combination under Thai Financial Reporting Standard No. 3 Business Combinations. In addition, I checked the value of the acquisitions by selecting representative samples to examine against supporting documents and related payments to ensure that the value corresponded to the fair value of the consideration transferred and did not include costs of the acquisitions. I involved internal specialists in the assessment of information, testing the calculation of the fair value of assets acquired and liabilities assumed using the purchase price allocation method, and reviewing the appropriateness of the significant methods and assumptions used by the independent valuation specialists in calculating the fair value and determining the useful lives of the intangible assets acquired. I checked the expertise, ability and integrity of the independent valuation specialists, I tested the calculation and reviewed the reasonableness of the gain on bargain purchase recorded on the acquisitions. I also reviewed the disclosures related to the business combination in the notes to financial statements.

Other Information

Management is responsible for the other information. The other information comprise the information included in annual report of the Group, but does not include the financial statements and my auditor's report thereon. The annual report of the Group is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

When I read the annual report of the Group, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

I am responsible for the audit resulting in this independent auditor's report.

Kamontip Lertwitworatep
Certified Public Accountant (Thailand) No. 4377

EY Office Limited
Bangkok: 27 February 2025

Siam City Cement Public Company Limited and its subsidiaries

Statements of financial position

As at 31 December 2024

(Unit: Thousand Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2024	2023	2024	2023
Assets					
Current assets					
Cash and cash equivalents	*6, 7*	5,414,507	6,026,620	494,174	2,306,354
Bank deposits with withdrawal restrictions	*7*	988,679	-	-	-
Trade and other receivables	*6, 8*	5,753,137	4,668,061	2,504,690	3,060,412
Short-term loans to related parties	*6*	-	-	2,110,000	2,260,000
Short-term loans to unrelated party		6,250	15,000	-	-
Derivative assets		409	-	409	-
Inventories	*9*	3,926,905	3,797,610	1,668,685	1,901,493
Other current financial assets	*10*	1,730,912	-	-	-
Value added tax refundable		1,219,788	216,881	-	-
Current tax assets		375,251	2,005	-	-
Advance payments for purchases of goods		394,026	167,111	19,574	23,591
Other current assets	*6*	660,288	252,815	71,143	69,359
		20,470,152	15,146,103	6,868,675	9,621,209
Assets held for sale		60,379	38,268	24,017	-
Total current assets		20,530,531	15,184,371	6,892,692	9,621,209
Non-current assets					
Bank deposits with a guarantee obligation	*7*	315,355	151,023	-	-
Investments in subsidiaries	*11*	-	-	41,906,586	39,900,676
Investment in joint venture	*12*	1,574,023	1,585,555	1,641,669	1,641,669
Investments in associates	*13*	447,818	3,831,014	-	577,896
Long-term loan to related party	*6*	8,507	-	-	-
Investment properties	*14*	607,023	518,589	696,468	699,316
Biological assets		22,928	-	-	-
Property, plant and equipment	*15*	28,554,493	24,923,543	10,065,435	10,248,919
Right-of-use assets	*16.1*	1,349,382	1,338,504	261,459	238,844
Assets not used in operations	*17*	20,028	24,894	20,028	24,894
Goodwill	*18*	13,030,424	13,465,573	-	-
Intangible assets	*19*	8,087,331	7,083,071	3,163,716	3,220,400
Mining properties	*20*	5,362,210	-	-	-
Deferred tax assets	*35*	1,295,850	1,223,420	712,223	576,635
Other non-current assets	*6*	359,522	369,441	134,172	133,860
Total non-current assets		61,034,894	54,514,627	58,601,756	57,263,109
Total assets		81,565,425	69,698,998	65,494,448	66,884,318

The accompanying notes are an integral part of the financial statements.

Siam City Cement Public Company Limited and its subsidiaries

Statements of financial position (continued)

As at 31 December 2024

(Unit: Thousand Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2024	2023	2024	2023
Liabilities and shareholders' equity					
Current liabilities					
Short-term loans from related parties	*6*	603,491	-	1,875,000	-
Bank overdrafts and short-term loans from other financial institutions	*21*	4,030,336	2,793,415	750,000	-
Trade and other payables	*6, 22*	7,104,534	5,527,206	3,395,261	3,042,075
Current portion of long-term loans from related financial institution	*6*	2,099,873	-	2,000,000	-
Current portion of long-term loans from other financial institutions	*23*	64,838	42,668	-	-
Current portion of lease liabilities	*6, 16.2*	296,826	340,322	64,436	71,769
Current portion of debentures	*24*	-	4,498,010	-	4,498,010
Current portion of long-term liabilities for concession and license fee	*25*	94,063	100,215	93,065	98,139
Derivative liabilities		6,166	238	319	238
Income tax payable		556,238	174,564	230,105	15,788
Deferred revenue		986,377	779,412	555,438	460,128
Accrued electricity		247,919	229,334	225,732	218,989
Other accrued expenses		1,767,936	1,374,663	696,663	530,678
Other current liabilities		482,645	316,900	94,256	184,817
Total current liabilities		18,341,242	16,176,947	9,980,275	9,120,631
Non-current liabilities					
Long-term loan from related financial institution - net of current portion	*6*	99,921	2,000,000	-	2,000,000
Long-term loans from other financial institutions - net of current portion	*23*	44,173	-	-	-
Lease liabilities - net of current portion	*6, 16.2*	1,100,298	1,020,314	211,795	178,349
Debentures - net of current portion	*24*	11,491,695	11,488,905	11,491,695	11,488,905
Long-term liabilities for concession and license fee - net of current portion	*25*	607,398	701,462	605,274	698,339
Provision for long-term employee benefits	*26*	2,761,375	2,341,610	1,697,645	1,541,855
Provision for site restoration and decommissioning costs	*27*	560,194	355,833	123,240	116,145
Deferred tax liabilities	*35*	3,718,363	1,684,044	-	-
Other non-current liabilities		71,733	81,911	-	-
Total non-current liabilities		20,455,150	19,674,079	14,129,649	16,023,593
Total liabilities		38,796,392	35,851,026	24,109,924	25,144,224

The accompanying notes are an integral part of the financial statements.

Siam City Cement Public Company Limited and its subsidiaries

Statements of financial position (continued)

As at 31 December 2024

(Unit: Thousand Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2024	2023	2024	2023
Liabilities and shareholders' equity (continued)					
Shareholders' equity					
Share capital					
Registered					
298,000,000 ordinary shares of Baht 10 each		2,980,000	2,980,000	2,980,000	2,980,000
Issued and fully paid up					
298,000,000 ordinary shares of Baht 10 each		2,980,000	2,980,000	2,980,000	2,980,000
Share premium		26,412,551	26,412,551	26,412,551	26,412,551
Retained earnings					
Appropriated - statutory reserve	*29*	300,000	300,000	300,000	300,000
Unappropriated		14,290,065	12,278,989	11,691,973	12,047,543
Other components of shareholders' equity		(9,284,350)	(8,990,451)	-	-
Equity attributable to owners of the Company		34,698,266	32,981,089	41,384,524	41,740,094
Non-controlling interests of the subsidiaries		8,070,767	866,883	-	-
Total shareholders' equity		42,769,033	33,847,972	41,384,524	41,740,094
Total liabilities and shareholders' equity		81,565,425	69,698,998	65,494,448	66,884,318

The accompanying notes are an integral part of the financial statements.

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Directors

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Siam City Cement Public Company Limited and its subsidiaries

Income statements

For the year ended 31 December 2024

(Unit: Thousand Baht except earnings per share expressed in Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2024	2023	2024	2023
Revenues					
Revenues	*30*	43,790,454	42,218,216	20,633,274	22,569,015
Dividend income	*11, 12, 13*	-	-	1,494,506	2,722,839
Gain on exchange		27,621	368,554	59,679	110,288
Other income	*31*	2,272,304	210,514	126,001	96,719
Total revenues		46,090,379	42,797,284	22,313,460	25,498,861
Expenses	*32*				
Cost of sales		30,060,718	31,115,531	14,166,758	16,731,712
Cost of services		713,670	580,027	85,629	110,001
Selling and distribution expenses		6,232,059	5,832,936	2,518,994	2,499,171
Administrative expenses		1,853,006	1,892,228	1,381,936	1,392,861
Other expenses	*31*	177,180	310,223	51,054	36,639
Total expenses		39,036,633	39,730,945	18,204,371	20,770,384
Operating profit		7,053,746	3,066,339	4,109,089	4,728,477
Share of profit from investment in joint venture	*12*	190,089	253,341	-	-
Share of profit from investments in associates	*13*	602,848	957,501	-	-
Finance income		163,169	86,298	117,146	92,903
Finance cost	*33*	(1,158,966)	(1,299,481)	(834,168)	(903,454)
Profit before income tax expenses		6,850,886	3,063,998	3,392,067	3,917,926
Income tax expenses	*35*	(1,173,034)	(571,674)	(413,813)	(307,541)
Profit for the year		5,677,852	2,492,324	2,978,254	3,610,385
Profit or loss attributable to:					
Equity holders of the Company		5,387,967	2,682,357	2,978,254	3,610,385
Non-controlling interests of the subsidiaries		289,885	(190,033)		
		5,677,852	2,492,324		
Basic earnings per share	*36*				
Profit attributable to equity holders of the Company (Baht)		18.08	9.00	9.99	12.12
Weighted average number of ordinary shares (Thousand shares)		298,000	298,000	298,000	298,000

The accompanying notes are an integral part of the financial statements.

Siam City Cement Public Company Limited and its subsidiaries

Statements of comprehensive income

For the year ended 31 December 2024

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Profit for the year	5,677,852	2,492,324	2,978,254	3,610,385
Other comprehensive income:				
Other comprehensive income to be reclassified to profit or loss in subsequent periods				
Exchange differences on translation of financial statements in foreign currency	17,298	(190,342)	-	-
Share of other comprehensive income of joint venture and associates - exchange differences on translation of financial statements in foreign currency	(192,392)	(52,911)	-	-
Other comprehensive income to be reclassified to profit or loss in subsequent periods	(175,094)	(243,253)	-	-
Other comprehensive income not to be reclassified to profit or loss in subsequent periods				
Actuarial loss - net of tax	(104,472)	(97,443)	(55,850)	(56,294)
Share of other comprehensive income of associates - actuarial gain (loss)	3,211	(783)	-	-
Other comprehensive income not to be reclassified to profit or loss in subsequent periods	(101,261)	(98,226)	(55,850)	(56,294)
Other comprehensive income for the year	(276,355)	(341,479)	(55,850)	(56,294)
Total comprehensive income for the year	5,401,497	2,150,845	2,922,404	3,554,091
Total comprehensive income attributable to:				
Equity holders of the Company	4,995,151	2,423,207	2,922,404	3,554,091
Non-controlling interests of the subsidiaries	406,346	(272,362)		
	5,401,497	2,150,845		

The accompanying notes are an integral part of the financial statements.

Siam City Cement Public Company Limited and its subsidiaries

Statements of changes in shareholders' equity

For the year ended 31 December 2024

(Unit: Thousand Baht)

	Consolidated financial statements								
	Equity attributable to owners of the Company								
					Other components of shareholders' equity				
					Other comprehensive income				
	Issued and paid up share capital	Share premium	Retained earnings: Appropriated - statutory reserve	Retained earnings: Unappropriated	Exchange differences on translation of financial statements in foreign currency	Total other components of shareholders' equity	Total equity attributable to owners of the Company	Equity attributable to non-controlling interests of the subsidiaries	Total shareholders' equity
Balance as at 1 January 2023	2,980,000	26,412,551	300,000	12,376,849	(8,829,527)	(8,829,527)	33,239,873	1,262,276	34,502,149
Profit for the year	-	-	-	2,682,357	-	-	2,682,357	(190,033)	2,492,324
Other comprehensive income for the year	-	-	-	(98,226)	(160,924)	(160,924)	(259,150)	(82,329)	(341,479)
Total comprehensive income for the year	-	-	-	2,584,131	(160,924)	(160,924)	2,423,207	(272,362)	2,150,845
Dividend paid (Note 37)	-	-	-	(2,681,991)	-	-	(2,681,991)	-	(2,681,991)
Decrease in non-controlling interests of the subsidiaries from dividend payments of subsidiaries	-	-	-	-	-	-	-	(122,169)	(122,169)
Decrease in non-controlling interests of the subsidiaries from repurchase of subsidiary's share capital	-	-	-	-	-	-	-	(862)	(862)
Balance as at 31 December 2023	2,980,000	26,412,551	300,000	12,278,989	(8,990,451)	(8,990,451)	32,981,089	866,883	33,847,972

The accompanying notes are an integral part of the financial statements.

Siam City Cement Public Company Limited and its subsidiaries

Statements of changes in shareholders' equity (continued)

For the year ended 31 December 2024

(Unit: Thousand Baht)

	Consolidated financial statements								
	Equity attributable to owners of the Company								
					Other components of shareholders' equity				
					Other comprehensive income				
	Issued and paid up share capital	Share premium	Retained earnings		Exchange differences on translation of financial statements in foreign currency	Total other components of shareholders' equity	Total equity attributable to owners of the Company	Equity attributable to non-controlling interests of the subsidiaries	Total shareholders' equity
			Appropriated - statutory reserve	Unappropriated					
Balance as at 1 January 2024	2,980,000	26,412,551	300,000	12,278,989	(8,990,451)	(8,990,451)	32,981,089	866,883	33,847,972
Profit for the year	-	-	-	5,387,967	-	-	5,387,967	289,885	5,677,852
Other comprehensive income for the year	-	-	-	(98,917)	(293,899)	(293,899)	(392,816)	116,461	(276,355)
Total comprehensive income for the year	-	-	-	5,289,050	(293,899)	(293,899)	4,995,151	406,346	5,401,497
Dividend paid (Note 37)	-	-	-	(3,277,974)	-	-	(3,277,974)	-	(3,277,974)
Decrease in non-controlling interests of the subsidiaries from dividend payments of subsidiaries	-	-	-	-	-	-	-	(256,469)	(256,469)
Decrease in non-controlling interests of the subsidiaries from repurchase of subsidiary's share capital	-	-	-	-	-	-	-	(207)	(207)
Increase in non-controlling interests of the subsidiaries from issuing of the subsidiary's share capital	-	-	-	-	-	-	-	187,500	187,500
Increase in non-controlling interests of the subsidiaries from changing the status of associates to subsidiaries	-	-	-	-	-	-	-	6,866,714	6,866,714
Balance as at 31 December 2024	2,980,000	26,412,551	300,000	14,290,065	(9,284,350)	(9,284,350)	34,698,266	8,070,767	42,769,033

The accompanying notes are an integral part of the financial statements.

Siam City Cement Public Company Limited and its subsidiaries

Statements of changes in shareholders' equity (continued)

For the year ended 31 December 2024

(Unit: Thousand Baht)

	Separate financial statements				
	Issued and paid up share capital	Share premium	Retained earnings: Appropriated - statutory reserve	Retained earnings: Unappropriated	Total shareholders' equity
Balance as at 1 January 2023	2,980,000	26,412,551	300,000	11,175,443	40,867,994
Profit for the year	-	-	-	3,610,385	3,610,385
Other comprehensive income for the year	-	-	-	(56,294)	(56,294)
Total comprehensive income for the year	-	-	-	3,554,091	3,554,091
Dividend paid (Note 37)	-	-	-	(2,681,991)	(2,681,991)
Balance as at 31 December 2023	2,980,000	26,412,551	300,000	12,047,543	41,740,094
Balance as at 1 January 2024	2,980,000	26,412,551	300,000	12,047,543	41,740,094
Profit for the year	-	-	-	2,978,254	2,978,254
Other comprehensive income for the year	-	-	-	(55,850)	(55,850)
Total comprehensive income for the year	-	-	-	2,922,404	2,922,404
Dividend paid (Note 37)	-	-	-	(3,277,974)	(3,277,974)
Balance as at 31 December 2024	2,980,000	26,412,551	300,000	11,691,973	41,384,524

The accompanying notes are an integral part of the financial statements.

Siam City Cement Public Company Limited and its subsidiaries

Statements of cash flows

For the year ended 31 December 2024

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Cash flows from operating activities				
Profit before tax	6,850,886	3,063,998	3,392,067	3,917,926
Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities:				
Share of profit from investments in joint venture and associates	(792,937)	(1,210,842)	-	-
Gain on bargain purchase	(1,889,837)	-	-	-
Dividend income	-	-	(1,494,506)	(2,722,839)
Depreciation and amortisation	3,783,107	3,409,888	1,191,292	1,272,340
Impairment loss on financial assets (reversal)	4,185	(11,302)	(70)	(20,982)
Reduction of inventory to net realisable value (reversal)	17,393	(13,494)	60,222	38,220
Unrealised gain on change in value of other current financial assets	(6)	-	-	-
Write-off of value added tax refundable and prepaid income tax	(2,930)	-	-	-
Loss on disposal of non-current assets held for sale	-	1,860	-	-
Loss on write-off of deferred stripping costs	89,629	-	-	-
Allowance for impairment loss on non-financial assets (reversal)	(7,764)	126,967	32,303	(1,628)
Net loss on disposals/write-off of non-financial assets	63,843	150,710	(33,261)	38,284
Provision for long-term employee benefits and other provisions	254,749	216,211	130,146	136,269
Provision for site restoration and decommissioning costs	45,986	-	-	-
Amostisation of deferred income from grants related to assets	(8,700)	(8,608)	-	-
Net gain on derivative instruments at fair value through profit or loss	(6,570)	(50,265)	(328)	(26,469)
Unrealised gain on exchange	(3,065)	(288,019)	(336)	(112,109)
Finance income	(163,169)	(86,298)	(117,146)	(92,903)
Interest expenses	947,359	1,095,387	686,318	768,739
Profit from operating activities before changes in operating assets and liabilities	9,182,159	6,396,193	3,846,701	3,194,848

The accompanying notes are an integral part of the financial statements.

Siam City Cement Public Company Limited and its subsidiaries

Statements of cash flows

For the year ended 31 December 2024

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Operating assets decrease (increase):				
Trade and other receivables	479,267	256,635	184,325	429,696
Inventories	441,108	3,647,757	165,642	1,790,600
Value added tax refundable	(196,723)	-	-	-
Advance payments for purchases of goods	(109,415)	89,237	4,017	(2,557)
Other current assets	(25,688)	81,970	(6,644)	96,367
Operating liabilities increase (decrease):				
Trade and other payables	463,440	(2,507,050)	352,500	(2,241,523)
Accrued expenses and other current liabilities	(56,137)	(264,284)	192,902	(32,767)
Other non-current liabilities	(1,341)	49	-	-
Provision for long-term employee benefits	(135,764)	(408,531)	(40,639)	(287,355)
Provision for site restoration	(29,433)	(5,182)	(3,050)	(1,375)
Cash from operating activities	10,011,473	7,286,794	4,695,754	2,945,934
Interest received	169,181	81,613	117,331	90,496
Interest paid	(799,791)	(972,513)	(641,338)	(712,153)
Cash received from tax refund	9,808	77,966	-	77,966
Cash paid for income tax	(1,159,735)	(670,124)	(321,122)	(68,861)
Net cash from operating activities	8,230,936	5,803,736	3,850,625	2,333,382
Cash flows from investing activities				
Increase in investments in fixed bank deposits	(204,000)	-	-	-
Net decrease (increase) in short-term loans to related parties	-	-	150,000	630,000
Net decrease in short-term loans to unrelated parties	8,750	-	-	-
Decrease (increase) in restricted bank deposits	137,395	(140,500)	-	-
Proceeds from disposals of non-current assets held for sale	12,907	12,815	-	-
Proceeds from disposals of investment properties	15,514	3,900	15,514	3,900
Proceeds from disposals of property, plant and equipment	46,451	7,565	39,940	1,037
Acquisitions of property, plant and equipment	(2,174,262)	(1,315,709)	(897,202)	(622,080)
Increase in intangible assets	(263,963)	(29,109)	(45,905)	(15,753)
Acquisitions of biological assets	(1,006)	-	-	-
Cash receipt from capital reduction of joint venture	-	503,942	-	503,942
Net cash increase (decrease) from investing in subsidiaries	765,180		(1,428,014)	-
Decrease (increase) in other non-current assets	(274,971)	18,227	(311)	3,485
Dividend received	734,506	893,218	1,869,328	2,550,896
Net cash from (used in) investing activities	(1,197,499)	(45,651)	(296,650)	3,055,427

The accompanying notes are an integral part of the financial statements.

Siam City Cement Public Company Limited and its subsidiaries

Statements of cash flows (continued)

For the year ended 31 December 2024

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Cash flows from financing activities				
Net increase (decrease) in short-term loans from related parties	-	-	1,875,000	(980,000)
Net increase in short-term loans from related financial institutions	113,548	-	-	-
Net increase in bank overdrafts and short-term loans from other financial institutions	929,571	514,881	750,000	-
Repayment of long-term loans from other financial institutions	(63,335)	(265,230)	-	-
Cash paid for redemption of debentures	(4,500,000)	-	(4,500,000)	-
Payment of lease liabilities	(461,853)	(502,076)	(81,747)	(84,352)
Payment of liabilities for acquisitions of concession and license fee	(124,050)	(154,006)	(121,848)	(151,802)
Dividend paid	(3,534,443)	(2,804,160)	(3,277,974)	(2,681,991)
Cash paid for repurchase of subsidiary's share capital	(207)	(862)	-	-
Proceeds from call for additional paid-up capital of subsidiary	187,500	-	-	-
Interest paid	(12,828)	(6,882)	(10,083)	(6,141)
Net cash used in financing activities	(7,466,097)	(3,218,335)	(5,366,652)	(3,904,286)
Increase (decrease) in translation adjustments	(197,623)	46,809	-	-
Net increase (decrease) in cash and cash equivalents	(630,283)	2,586,559	(1,812,677)	1,484,523
Cash and cash equivalents at beginning of year	6,026,620	3,429,669	2,306,354	822,158
Effect of change in foreign exchange rate on cash at banks	18,170	10,392	497	(327)
Cash and cash equivalents at end of year (Note 7)	5,414,507	6,026,620	494,174	2,306,354

The accompanying notes are an integral part of the financial statements.

Siam City Cement Public Company Limited and its subsidiaries

Statements of cash flows (continued)

For the year ended 31 December 2024

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Supplemental disclosures of cash flows information:				
Non-cash related transactions from investing activities:				
Payables from acquisitions of property, plant and equipment	948,537	165,155	55,779	64,672
Transferred assets not used in operations to property, plant and equipment	3,036	-	3,036	-
Transferred investment properties to property, plant and equipment	23,577	4,597	-	4,599
Transferred property, plant and equipment to assets held for sale	24,017	38,269	24,017	-
Transferred property, plant and equipment to investment properties	10,474	36,834	8,640	46,524
Transferred property, plant and equipment to intangible assets	25,950	3,620	20,892	1,927
Transferred property, plant and equipment to deferred coal mining project expense	20,763	-	-	-
Transferred inventories to property, plant and equipment	9,679	53,008	6,944	-
Increase (decrease) in property, plant and equipment from provision for site restoration and decommissioning costs	7,258	3,976	(7,273)	3,043
Increase in right-of-use assets from provision for decommissioning costs	5,038	-	-	-
Increase in intangible assets from long-term liabilities for concession and license fee	-	700	-	700
Dividend receivables from subsidiaries	-	-	-	374,823
Changing status from investing in associates to subsidiaries	-	-	577,896	-
Non-cash related transactions from financing activities:				
Acquisitions of right-of-use assets under lease contracts	222,140	353,951	42,822	90,820
Increase (decrease) in assets and liabilities from lease reassessment/modification				
- Right-of-use assets	136,962	57,924	53,285	(20,907)
- Finance lease receivables	-	-	(1,107)	(118)
- Lease liabilities	141,328	51,543	54,511	(21,238)
- Provision for decommissioning costs	(5,415)	(7,593)	2,539	-

The accompanying notes are an integral part of the financial statements.

Siam City Cement Public Company Limited and its subsidiaries
Notes to financial statements
For the year ended 31 December 2024

1. General information

Siam City Cement Public Company Limited ("the Company") was incorporated as a limited company under Thai laws and registered the change of its status to a public limited company under the Public Limited Companies Act on 5 November 1993. The Company operates in Thailand and its principal activity is the manufacture of cement, with the registered office address at 199, 3rd, 10th, 12th Floor, Column Tower, Ratchadapisek Road, Klongtoey, Bangkok, and its address of Plant 1 and 3 is at 99 Moo 9, Plant 2 is at 219, mortar plant is at 41/2 and AFR Platform is at 301 Moo 5, Mitraparp Road Km. 129-133, Tabkwang, Kaengkhoi, Saraburi.

On 15 April 2020, the Company announced the discontinuation of the production line in Plant 1, starting from 1 May 2020.

On 19 August 2024, Sunrise Equity Co., Ltd.; the Company's major shareholder, announced the Tender Offeror to purchase the Company's shares from Jardine Cycle & Carriage Limited in a total amount of 76,107,368 shares, representing 25.54 percent of the total issued shares of the Company. The transaction resulted in the increase of the Company's shareholding percentage for Sunrise Equity Co., Ltd. and its related parties under section 258 to hold shares in the Company from 46.34 percent to 71.88 percent of the total voting rights of the Company. Moreover, Sunrise Equity Co., Ltd. is obligated to make the tender offer for the remaining shares of the Company, resulting in Sunrise Equity Co., Ltd. and its related parties under section 258 holding a 79.06 percent stake in the Company after completion of the tender offer.

2. Basis of preparation

2.1 The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Professions Act B.E. 2547 and their presentation has been made in compliance with the stipulations of the Notification of the Department of Business Development, issued under the Accounting Act B.E. 2543.

The financial statements in Thai language are the official statutory financial statements of the Company. The financial statements in English language have been translated from the Thai language financial statements.

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in the accounting policies.

2.2 Basis of consolidation

a) The consolidated financial statements include the financial statements of Siam City Cement Public Company Limited ("the Company") and the following subsidiary companies ("the subsidiaries") (collectively as “the Group”):

Company's name	Country of incorporation	Registered capital		Shareholding percentage		Nature of business
		2024 (Million Baht)	2023 (Million Baht)	2024 (Percent)	2023 (Percent)	
Held by the Company						
Siam City Concrete Co., Ltd.	Thailand	2,500	2,500	100.00	100.00	Ready-mixed concrete and aggregates
Siam City Power Co., Ltd.	Thailand	2,000	2,000	100.00	100.00	Electricity generation from waste heat
Conwood Co., Ltd.	Thailand	300	300	100.00	100.00	Construction material
INSEE Superblock Co., Ltd.	Thailand	500	500	100.00	100.00	Light-weight concrete products
INSEE Ecocycle Co., Ltd.	Thailand	400	400	100.00	100.00	Industrial waste disposal and alternative fuel and raw material trading and industrial cleaning service business
INSEE Digital Co., Ltd.	Thailand	700	700	100.00	100.00	Technical services and information technology management and development services
Globe Cement Co., Ltd.	Thailand	701	701	100.00	100.00	Cement manufacturing
Siam City Cement Trading Co., Ltd.	Thailand	10	10	100.00	100.00	Import and export cement and other cement-related products
Siam City Cement (Bangladesh) Ltd.	Bangladesh	Taka 2,800 million	Taka 2,800 million	100.00	100.00	Cement manufacturing
Siam City Cement (Lanka) Ltd.	Sri Lanka	LKR 1,663 million	LKR 1,663 million	99.04	99.03	Cement manufacturing
Siam City Cement (Vietnam) Ltd.	Vietnam	VND 3,030.4 billion	VND 3,030.4 billion	65.00	65.00	Cement manufacturing
Lanna Resources Public Co., Ltd.	Thailand	525	-	61.44	-	Coal production and distribution
Thai Agro Energy Public Co., Ltd.	Thailand	1,000	-	4.74	-	Ethanol production and distribution
Held by Siam City Cement (Lanka) Ltd.						
INSEE Ecocycle Lanka (Private) Ltd.	Sri Lanka	LKR 1,460 million	LKR 1,460 million	100.00	100.00	Waste disposal and management
Mahaweli Marine Cement (Private) Ltd.	Sri Lanka	LKR 48 million	LKR 48 million	90.00	90.00	Cement trading
Held by Conwood Co., Ltd.						
PT. Conwood Indonesia	Indonesia	USD 78.3 million	USD 78.3 million	100.00	100.00	Construction material
Held by Siam City Power Co., Ltd.						
INSEE B.Grimm Solar Co., Ltd.	Thailand	1,500	-	75.00	-	Operating solar energy generation

Company's name	Country of incorporation	Registered capital		Shareholding percentage		Nature of business
		2024 (Million Baht)	2023 (Million Baht)	2024 (Percent)	2023 (Percent)	
Held by Lanna Resources Public Co., Ltd.						
Lanna Power Generation Company Limited	Thailand	300	-	100.00	-	Investment business and power generation and distribution services
Thai Agro Energy Public Co., Ltd.	Thailand	1,000	-	51.00	-	Ethanol production and distribution
PT. Singlurus Pratama	Indonesia	IDR 10,500 million	-	65.00	-	Coal production and distribution
PT. Lanna Harita Indonesia	Indonesia	USD 8 million	-	55.00	-	Coal production and distribution

b) The Company is deemed to have control over an investee or subsidiaries if it has rights, or is exposed, to variable returns from its involvement with the investee, and it has the ability to direct the activities that affect the amount of its returns.

c) Subsidiaries are fully consolidated, being the date on which the Company obtains control, and continue to be consolidated until the date when such control ceases.

d) The financial statements of the subsidiaries are prepared using the same significant accounting policies as applied to the Company.

e) The assets and liabilities in the financial statements of overseas subsidiaries are translated to Baht using the exchange rate prevailing at the end of reporting period, and revenues and expenses are translated using monthly average exchange rate. The resulting differences are shown under the caption of "Exchange differences on translation of financial statements in foreign currency" in the statements of changes in shareholders' equity until disposal of the foreign operations, except to extent that the translation difference is allocated to non-controlling interests.

When a foreign operation is disposed of in its entirety or partially such that control, significant influence or joint control is lost, the cumulative amount in the translation reserve related to that foreign operation is reclassified as part of the gain or loss on disposal in the income statement. If the Group disposes of part of its interest in a subsidiary but retains control, then the relevant proportion of the cumulative amount is reattributed to non-controlling interests. When the Group disposes of only part of an associate or joint venture while retaining significant influence or joint control, the relevant proportion of the cumulative amount is reclassified to profit or loss in the income statement.

f) Material balances and transactions amongst the Group are eliminated in the preparation of the consolidated financial statements.

g) Non-controlling interests represent the portion of profit or loss and net assets of the subsidiaries that are not held by the Company and are presented separately in the consolidated income statement and within equity in the consolidated statement of financial position.

h) The Group applies the acquisition method for all business combinations when control is transferred to the Group other than those with entities under common control.

The Group measures any non-controlling interests at its proportionate interest in the identifiable net assets of the acquirees.

Transaction costs that the Group incurs in connection with a business combination, such as consulting fees are expenses as incurred.

2.3 The separate financial statements present investments in subsidiaries, joint venture and associates under the cost method.

3. New financial reporting standards

3.1 Financial reporting standards that became effective in the current year

During the year, the Group has adopted the revised financial reporting standards which are effective for fiscal years beginning on or after 1 January 2024. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The adoption of these financial reporting standards does not have any significant impact on the Group's financial statements except for the following standard, which involves changes to key principles, as summarised below.

TAS 12, Income Taxes - International Tax Reform - Pillar Two Model Rules

The amendment requires that entities shall neither recognise nor disclose information about deferred taxes related to Pillar Two model rules published by the Organisation for Economic Co-operation and Development (OECD). This mandatory temporary exemption applies immediately.

The Group is within the scope of the Pillar Two model rules. Accordingly, the Group has applied the mandatory exception requiring that entities shall neither recognise nor disclose information about deferred tax assets and liabilities related to Pillar Two income taxes.

The Group also operates in Vietnam where Pillar Two legislation has been enacted and is effective on 1 January 2024. However, no current tax expense related to Pillar Two income taxes was recognised in 2024 because the subsidiary in Vietnam benefits from the “Transitional Safe Harbour” relief under the Pillar Two legislation.

Furthermore, Pillar Two legislation has been enacted and become effective from 1 January 2025 in Thailand and other countries where the Group operates. The management of the Group has assessed the potential exposure to Pillar Two income taxes and has determined that the Group is not subject to Pillar Two 'top-up' taxes, since its effective tax rate is well above 15% in all jurisdictions in which it operates, except for the subsidiary in Vietnam. The expected Pillar Two effective tax rate for the Vietnamese subsidiary is likely to fall below 15% due to certain tax privileges. However, the management has performed a preliminary assessment of the potential exposure to Pillar Two income taxes of this subsidiary in Vietnam and believes that there will be no impact on the Group’s financial statements because the subsidiary benefits from the “Transitional Safe Harbour” relief under the Pillar Two legislation.

3.2 Financial reporting standards that will become effective for fiscal years beginning on or after 1 January 2025

The Federation of Accounting Professions issued a number of revised financial reporting standards, which are effective for fiscal years beginning on or after 1 January 2025. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The management of the Group believes that adoption of these amendments will not have any significant impact on the Group’s financial statements.

4. Accounting policies

4.1 Revenue and expense recognition

Sales of goods

Revenue from sale of goods is recognised at the point in time when control of the asset is transferred to the customer, generally upon delivery of the goods. Revenue is measured at the amount of the consideration received or receivable, excluding value added tax, of goods supplied after deducting discounts, allowances and price promotions to customers.

The Group has a loyalty programme which allows customers to accumulate points that can be redeemed for free products. The loyalty points give rise to a separate performance obligation as they provide a material right to the customer. A portion of the transaction price is allocated to the loyalty points awarded to customers based on relative stand-alone selling price and recognised as a deferred revenue until the points are redeemed. Revenue is recognised upon redemption of products by the customer.

Rendering of services

Revenue from industrial cleaning service and wall panel solution service is recognised over time when services have been rendered taking into account the stage of completion, measured based on comparison of actual costs incurred up to the end of the period and total anticipated costs to be incurred to completion.

Other service revenues are recognised in the amount to which the Group has a right to invoice as it corresponds directly with the value to the customer of the Group's performance completed to date or are recognised at a point in time upon completion of the service.

The recognised revenue which is not yet due per the contracts has been presented under the caption of "Unbilled revenues" included as part of trade and other receivables in the statement of financial position. The amounts recognised as unbilled revenues are reclassified to trade receivables when the Group's right to consideration is unconditional such as upon completion of services and acceptance by the customer.

The obligation to transfer goods or services to a customer for which the Company and its subsidiaries have received consideration (or an amount of consideration is due) from the customer is presented under the caption of "Advance received from customers" included as part of other current liabilities in the statement of financial position, which is recognised as revenue when the Group performs under the contract.

Interest income

Interest income is calculated using the effective interest method and recognised on an accrual basis. The effective interest rate is applied to the gross carrying amount of a financial asset, unless the financial assets subsequently become credit-impaired when it is applied to the net carrying amount of the financial asset (net of the expected credit loss allowance).

Dividend income

Dividends are recognised when the right to receive the dividends is established.

Finance cost

Interest expense from financial liabilities at amortised cost is calculated using the effective interest method and recognised on an accrual basis.

4.2 Cash and cash equivalents

Cash and cash equivalents consist of cash in hand and at banks, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

4.3 Inventories

Finished goods and work in process are valued at the lower of cost (under the average method) and net realisable value and include all cost of raw materials, labour and factory overhead.

Raw materials and store supplies are valued at the lower of average cost and net realisable value and are charged to production costs whenever consumed.

Allowance for diminution in value of inventories and obsolete inventories is made for obsolete or deteriorated inventories.

4.4 Non-current assets held for sale

Non-current assets (or disposal groups comprising assets and liabilities) are classified as held for sale if it is highly probable that they will be recovered primarily through sale rather than through continuing use which are measured at the lower of their carrying amount and fair value less cost to sell. Any impairment loss on a disposal group is allocated first to goodwill (if any), and then to remaining assets and liabilities on a pro rata basis, except that no loss is allocated to inventories, financial assets and deferred tax assets. Impairment losses on initial classification as held for sale or held for distribution and subsequent gains and losses on remeasurement are recognised in the income statement.

Once classified as held for sale, property, plant and equipment and intangible assets are no longer depreciated or amortised.

4.5 Investments in subsidiaries, joint venture and associates

a) Investments in joint venture and associates are accounted for in the consolidated financial statements using the equity method.

b) Investments in subsidiaries, joint venture and associates are accounted for in the separate financial statements using the cost method.

4.6 Investment properties

Investment properties are initially measured at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at cost less accumulated depreciation and allowance for loss on impairment (if any).

Depreciation of investment properties is calculated by reference to their costs on the straight-line basis over the estimated useful lives of 10 - 32 years.

Depreciation of the investment properties is included in determining income.

On disposal of investment properties, the difference between the net disposal proceeds and the carrying amount of the asset is recognised in the income statement in the year when the asset is derecognised.

4.7 Biological assets

The subsidiary's biological assets consist of Mangium and Black Wattle which are measured at its fair value less costs to sell. The fair value of Mangium and Black Wattle is determined based on discounted cash flows reference to price of Mangium and Black Wattle at the point of harvest. Gains or losses on changes in fair value of biological assets is recognised in the income statement.

In case the fair value cannot be measured reliably, this biological assets shall be measured at their cost less any accumulated depreciation and any accumulated impairment losses. Once the fair value of such a biological assets become reliably measurable, the subsidiary shall measure them at their fair value less costs to sell. The agricultural produce is included in inventories.

4.8 Property, plant and equipment and depreciation

Land is stated at cost less allowance for loss on impairment (if any). Mineral reserves and site restoration cost are stated at cost less accumulated depreciation, which are depreciated based on the physical unit-of-production method over their estimated commercial lives, and allowance for loss on impairment (if any).

Building and equipment are stated at cost less accumulated depreciation and allowance for loss on impairment of asset (if any).

Depreciation of plant and equipment is calculated by reference to their costs on the straight-line basis over the following estimated useful lives:

	Useful lives	
Land and building improvement	5 - 20	years
Building and structures	1 - 50	years
Machinery and equipment	1 - 50	years
Furniture, fixtures and office equipment	1 - 31	years
Motor vehicles	1 - 30	years

Depreciation is included in determining income.

No depreciation is provided on land, assets under construction and installation, land improvement of a subsidiary, except for mining land which is depleted in accordance with the difference between its purchase cost and fair value and on the basis of units produced in proportion to the total coal reserves.

When the use of a property changes from owner-occupied and/or a property not used in operations to investment properties, such property is reclassified as investment properties at its carrying amounts.

Subsequent costs, which are costs of replacing a part of an item of property, plant and equipment, are recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Group, and its cost can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in the income statement as incurred.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on such disposal of an asset is included in the income statement when the asset is derecognised.

4.9 Leases

At inception of contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Group as a lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. At the commencement date of the lease (i.e. the date the underlying asset is available for use), the Group recognises right-of-use assets representing the right to use underlying assets and lease liabilities based on lease payments.

Right-of-use assets

Right-of-use assets are measured at cost, less any accumulated depreciation, any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities initially recognised, initial direct costs incurred, and lease payments made at or before the commencement date of the lease, and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asst or the site on which it is located less any lease incentives received.

Depreciation of right-of-use assets is calculated by reference to their costs, on the straight-line basis over the shorter of their estimated useful lives and the lease term.

Land	1 - 99	years
Building and structures	1 - 35	years
Machinery and equipment	1 - 35	years
Furniture, fixtures and office equipment	1 - 31	years
Motor vehicles	1 - 6	years

If ownership of the leased asset is transferred to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Lease liabilities

Lease liabilities are measured at the present value of the lease payments to be made over the lease term. The lease payments include fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be payable under residual value guarantees. Moreover, the lease payments include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising an option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

The Group discounts the present value of the lease payments by the interest rate implicit in the lease or the Group's incremental borrowing rate. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

A lease that has a lease term less than or equal to 12 months from commencement date or a lease of low-value assets is recognised as expenses on a straight-line basis over the lease term.

The Group as a lessor

A lease that transfers substantially all the risks and rewards incidental to ownership of an underlying asset to a lessee is classified as finance leases. As at the commencement date, an asset held under a finance lease is recognised as a receivable at an amount equal to the net investment in the lease or the present value of the lease payments receivable and any unguaranteed residual value. Subsequently, finance income is recognised over the lease term to reflect a constant periodic rate of return on the net investment in the lease.

A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership of an underlying asset to a lessee. Lease receivables from operating leases is recognised as income in profit or loss on a straight-line basis over the lease term. Initial direct costs incurred in obtaining an operating lease are added to the carrying amount of the underlying assets and recognised as an expense over the lease term on the same basis as the lease income.

4.10 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the respective assets. All other borrowing costs are expensed in the period they are incurred. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

4.11 Intangible assets and amortisation

Intangible assets acquired through business combinations are initially recognised at their fair value on the date of business acquisition while intangible assets acquired in other cases are recognised at cost. Following the initial recognition, the intangible assets are carried at cost less accumulated amortisation and accumulated impairment losses (if any).

Intangible assets with finite lives are amortised on the straight-line basis over the economic useful life and tested for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method of such intangible assets are reviewed at least at each financial year end. The amortisation expense is charged to the income statement.

A summary of the intangible assets with finite useful lives are as follows:

	Useful lives
Mining concession and license fees	Term of agreements
Computer software	1 - 10 years
Customer relationships	2 - 10 years
Customer list	15 - 35 years
Right of use	31 - 48 years
Deferred transfer service fees	6.25 years
Customer contract	1.25 - 2.25 Years
Other intangible assets	2 - 35 years

Mining concession, plant license of aggregate business and mining deposit right of an overseas subsidiary are amortised based on the physical unit-of-production method over their estimated commercial lives.

Intangible assets with indefinite useful lives, which are brands, are not amortised, but are tested for impairment annually either individually or at the cash generating unit level. The assessment of indefinite useful lives of the intangible assets is reviewed annually.

No amortisation is provided on intangible assets under development.

4.12 Mining property

Assets under exploration for and evaluation of mineral resources

Exploration and evaluation expenditures of the subsidiaries involve expenditures relating to the search for mineral resources after the subsidiaries have obtained legal rights to explore in a specific area, as well as the determination of the technical feasibility and commercial viability of extracting the mineral resource such as license costs, expenditures from topographical, geological, geochemical and geophysical studies, exploratory drilling expenditure and sampling expenditure.

Exploration and evaluation expenditures are recorded as assets except for administration expenditures that are not directly attributable to the specific area are charged to the income statement. Following the initial recognition, exploration and evaluation assets are stated at cost less accumulated allowance for impairment of assets (if any). In case when the future benefit of these assets is in doubt, they are written off to period expenses immediately.

Exploration and evaluation assets are classified as part of deferred exploration and development costs when proven reserves of the specific area are completely determined.

Deferred exploration and development costs

Development expenditures and incorporated costs before the production stage, which are net of proceeds from the sale of coal extracted during the development phase, are capitalised as deferred exploration and development costs. When the mine construction project moves into the production stage, deferred exploration and development costs are amortised as expenses in accordance with the proportion of units produced to total coal reserves.

Deferred stripping costs

Stripping costs/overburden removal expenses during the development phase of the mine are capitalised as part of the deferred stripping costs.

Stripping costs during the production phase are capitalised as part of the deferred stripping costs if, and only if, all of the following are met:

a) It is probable that the future economic benefit (improved access to the ore body) associated with the stripping activity will flow to the subsidiaries.

b) The subsidiaries can identify the component of the ore body for which access has been improved.

c) The costs relating to the stripping activity associated with that component can be measured reliably.

The deferred stripping costs shall be initially recognised at cost and subsequently stated at cost less accumulated amortisation, which is calculated using the proportion of unit produced to total reserves, and accumulated impairment losses (if any). In case when the future benefit of these assets is in doubt, they are written off to period expenses immediately.

4.13 Business combinations and goodwill

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, which is measured at the acquisition date fair value, the amount of any non-controlling interests in the acquiree and the acquisition date fair value of the Group's previously held equity interest in the acquiree, in a business combination achieved in stages.

For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred and included in administrative expenses.

The Group measures the identifiable assets acquired and the liabilities assumed at acquisition date fair value, and classifies and designates them in accordance with the contractual terms, economic circumstances, and pertinent conditions as at the acquisition date.

Any contingent consideration to be transferred by the Group will be recognised at fair value at the acquisition date. A contingent consideration classified as equity is not remeasured and its subsequent settlement is accounted for within equity. A contingent consideration classified as an asset or liability is measured at fair value, with changes in fair value recognised in the income statement.

Goodwill is initially recorded at cost, which equals to the excess of cost of business combinations over the fair value of the net assets acquired. If the fair value of the net assets acquired exceeds the cost of business combination, the excess is immediately recognised as gain in the consolidated income statement.

Goodwill is carried at cost less any accumulated impairment losses (if any). Goodwill is tested for impairment annually and when circumstances indicate that the carrying value may be impaired.

For the purpose of impairment testing, goodwill acquired in business combinations is allocated to each of the Group's cash generating units (or group of cash-generating units) that are expected to benefit from the synergies of the combinations. The Group estimates the recoverable amount of each cash-generating unit (or group of cash-generating units) to which the goodwill relates. Where the recoverable amount of the cash-generating unit is less than the carrying amount, an impairment loss is recognised in the consolidated income statement. Impairment losses relating to goodwill cannot be reversed in future periods.

4.14 Grants related to assets

Grants are recognised when there is reasonable assurance that the grants will be received and all attached conditions will be complied with. Grants related to assets are presented as deferred income and are recognised in the income statement over the useful lives of the assets as a reduced depreciation expense.

4.15 Related party transactions

Related parties comprise individuals or enterprises that control, or are controlled by the Company, whether directly or indirectly, or which are under common control with the Company.

They also include joint venture, associates, and individuals or enterprises which directly or indirectly own a voting interest in the Company that gives them significant influence over the Company, and key management personnel, directors and officers with authority in the planning and direction of the Company's operations.

4.16 Foreign currencies

The consolidated and separate financial statements are presented in Baht, which is also the Company's functional currency. Items included in the consolidated financial statements of each entity are measured using that functional currency.

Transactions in foreign currencies are translated into Baht at the exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies, including goodwill and fair value adjustments arising from acquisitions of overseas entities are translated into Baht at the exchange rate ruling at the end of reporting period.

Gains and losses on exchange are included in determining income.

4.17 Impairment of non-financial assets

At the end of each reporting period, the Group performs impairment reviews in respect of the property, plant and equipment, assets not used in operations, right-of-use assets, investment properties and other intangible assets whenever events or changes in circumstances indicate that an asset may be impaired. The Group also carries out annual impairment reviews in respect of goodwill and intangible assets with indefinite useful lives. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell and its value in use, is less than the carrying amount. In determining value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, an appropriate valuation model is used. These calculations are corroborated by a valuation model that, based on information available, reflects the amount that the Group could obtain from the disposal of the asset in an arm's length transaction between knowledgeable, willing parties, after deducting the costs of disposal.

An impairment loss is recognised in the income statement.

In the assessment of asset impairment (except for goodwill) if there is any indication that the previously recognised impairment losses may no longer exist or may have decreased, the Group estimates the asset's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The increased carrying amount of the asset attributable to a reversal of an impairment loss shall not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the income statement.

4.18 Employee benefits

Short-term employee benefits

Salaries, wages, bonuses and contributions to the social security fund are recognised as expenses when incurred.

Post-employment benefits and other long-term employee benefits

Defined contribution plans

The Group and their employees have jointly established a provident fund. The fund is monthly contributed by the employees and the Group. The fund's assets are held in a separate trust fund and the Group's contributions are recognised as expenses when incurred.

Defined benefit plans and other long-term employee benefits

The Group and their employees have jointly established a contributory, unfunded provident fund. The fund is monthly contributed by the employees and the Group.

The Group has obligations in respect of the severance payments it must make to employees upon retirement under labor law and other employee benefit plans. The Group treats these severance payment obligations as a defined benefit plan. In addition, the Group provides other long-term employee benefit plans, namely resignation plan and long service awards.

The obligation under the defined benefit plans and other long-term employee benefit plans is determined by a professionally qualified independent actuary, based on actuarial techniques, using the projected unit credit method.

Actuarial gains and losses arising from post-employment benefits are recognised immediately in the other comprehensive income.

Actuarial gains and losses arising from other long-term employee benefits are recognised immediately in the income statement.

Past service costs are recognised in the income statement on the earlier of the date of the plan amendment or curtailment and the date that the Group recognises restructuring-related costs.

The defined benefit obligations are measured at the present value of estimated future cash flows using a discount rate that is similar to the interest rate on government bond.

4.19 Provision for site restoration and decommissioning costs

The Group recognises a provision for site restoration and decommissioning costs when an obligation exists. The estimated amount of the eventual costs relating to the restoration of the site and the decommissioning is discounted to its present value. The site restoration and decommissioning costs are included in property, plant and equipment or right-of-use assets and depreciated based on the physical unit-of-production method over their estimated commercial lives and on a straight-line basis over the expected period of the decommissioning, respectively. The recognised provision for site restoration and decommissioning costs is based on the estimated restoration and decommissioning costs which involves various assumptions, such as restoration and decommissioning period, future inflation rate and the discount rate.

The overseas subsidiaries recognise a provision for mine reclamation and decommissioning costs where an obligation exists. The estimated amount of the eventual costs relating to the site restoration and reclamation is discounted to its present value. Such costs are included in the income statement based on the unit-of-production method on the total estimated reclamation and decommissioning costs over the total proven reserves.

Long-term provisions are determined by discounting the expected cash flows at a pre-tax rate. The unwinding of the discount is recognised as finance costs.

4.20 Provisions

Provisions are recognised when the Group has a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

4.21 Income tax

Income tax expense represents the sum of corporate income tax currently payable and deferred tax.

Current tax

The Company and its subsidiaries in Thailand provide income tax in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

The overseas subsidiaries calculate corporate income tax on their taxable profits in accordance with tax rates regulated in tax law of those countries.

Deferred tax

Deferred income tax is provided based on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of reporting period, using the tax rates enacted at the end of reporting period.

The Group recognises deferred tax liabilities for all taxable temporary differences while they recognise deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

At the end of each reporting period, the Group reviews and reduces the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

The Group records deferred tax directly to shareholders' equity if the tax relates to items that are recorded directly to shareholders' equity.

4.22 Financial instruments

The Group initially measures financial assets at its fair value plus, in the case of financial assets that are not measured at fair value through profit or loss, transaction costs. However, trade receivables, that do not contain a significant financing component are measured at the transaction price as disclosed in the accounting policy relating to revenue recognition.

Classification and measurement of financial assets

Financial assets are classified, at initial recognition, as to be subsequently measured at amortised cost, fair value through other comprehensive income (FVOCI), or fair value through profit or loss (FVTPL). The classification of financial assets at initial recognition is driven by the Group's business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

Financial assets at amortised cost

The Group measures financial assets at amortised cost if the financial asset is held in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate (EIR) method and are subject to impairment. Gains and losses are recognised in the income statement when the asset is derecognised, modified or impaired.

Financial assets at FVOCI (debt instruments)

The Group measures financial assets at FVOCI if the financial asset is held to collect contractual cash flows and to sell the financial asset and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Interest income, foreign exchange revaluation and impairment losses or reversals are recognised in the income statement and computed in the same manner as for financial assets measured at amortised cost. The remaining fair value changes are recognised in other comprehensive income. Upon derecognition, the cumulative fair value change recognised in other comprehensive income is recycled to the income statement.

Financial assets at FVTPL

Financial assets measured at FVTPL are carried in the statement of financial position at fair value with net changes in fair value including interest income recognised in the income statement.

These financial assets include derivatives, security investments held for trading, equity investments which the Group has not irrevocably elected to classify at FVOCI and financial assets with cash flows that are not solely payments of principal and interest.

Dividends on listed equity investments are recognised as other income in the income statement.

Classification and measurement of financial liabilities

Except for derivative liabilities, at initial recognition the Group's financial liabilities are recognised at fair value net of transaction costs and classified as liabilities to be subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in the income statement when the liabilities are derecognised as well as through the EIR amortisation process. In determining amortised cost, the Group takes into account any fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance costs in the income statement.

Regular way purchases and sales of financial assets

Regular way purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the marketplace are recognised on the trade date, i.e., the date on which the Group commits to purchase or sell the asset.

Derecognition of financial instruments

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have expired or have been transferred and either the Group has transferred substantially all the risks and rewards of the asset, or the Group has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the income statement.

Impairment of financial assets

The Group recognises an allowance for expected credit losses (ECLs) for all debt instruments not held at FVTPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate.

For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure (a lifetime ECL).

The Group considers a significant increase in credit risk to have occurred when contractual payments are more than 30 days past due, and considers a financial asset as credit impaired or in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to have a significant increase in credit risk and to be in default using other internal or external information, such as credit rating of issuers.

For trade receivables, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date.

ECLs are calculated based on its historical credit loss experience and adjusted for forward-looking factors specific to the debtors and the economic environment.

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

4.23 Derivatives and hedge accounting

The Group uses derivative financial instruments, such as forward currency contracts and interest rate swaps to hedge its foreign currency risks and interest rate risks, respectively.

Derivatives are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. The subsequent changes including interest income is recognised in the income statement unless the derivative is designated and effective as a hedging instrument under cash flow hedge. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

Derivative is presented as a non-current asset or a non-current liability if the remaining maturity of the instrument is more than 12 months and it is not due to be realised or settled within 12 months. Other derivatives are presented as current assets or current liabilities.

Hedge accounting

For the purpose of hedge accounting, hedges are classified as:

- Fair value hedges when hedging the exposure to changes in the fair value of a recognised asset or liability or an unrecognised firm commitment
- Cash flow hedges when hedging the exposure to variability in cash flows that is either attributable to a particular risk associated with a recognised asset or liability or a highly probable forecast transaction or the foreign currency risk in an unrecognised firm commitment
- Hedges of a net investment in a foreign operation

At the inception of a hedging relationship, the Group formally designates and documents the hedging relationship to which it wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge.

The documentation, at the inception of the hedge and on an ongoing basis, includes identification of the hedging instrument, the hedged item, the nature of the risk being hedged and how the Group will assess whether the hedging relationship meets the hedge effectiveness requirements, including analysis of the sources of hedge ineffectiveness and how the hedge ratio is determined.

A hedging relationship qualifies for hedge accounting if it meets all of the following hedge effectiveness requirements:

- There is ‘an economic relationship’ between the hedged item and the hedging instrument.
- The effect of credit risk does not ‘dominate the value changes’ that result from that economic relationship.
- The hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the Group actually hedges and the quantity of the hedging instrument that the Group actually uses to hedge that quantity of hedged item.

Hedges that meet all the qualifying criteria for hedge accounting are accounted for, as described below.

Fair value hedges

The change in the fair value of a hedging instrument is recognised in the income statement. The change in the fair value of the hedged item attributable to the risk hedged is recorded as part of the carrying value of the hedged item and is also recognised in the income statement.

Any adjustment to the carrying value of fair value hedges relating to items carried at amortised cost, is amortised through the income statement over the remaining term of the hedge using the effective interest method. The amortisation may begin as soon as an adjustment exists and no later than when the hedged item ceases to be adjusted for changes in its fair value attributable to the risk being hedged. If the hedged item is derecognised, the unamortised fair value is recognised immediately in the income statement.

When an unrecognised firm commitment is designated as a hedged item, the subsequent cumulative change in the fair value of the firm commitment attributable to the hedged risk is recognised as an asset or liability with a corresponding gain or loss recognised in the income statement.

Cash flow hedges

The effective portion of the gain or loss on the hedging instrument is recognised in other comprehensive income in the cash flow hedge reserve, while any ineffective portion is recognised immediately in the income statement. The cash flow hedge reserve is adjusted to the lower (in absolute amounts) of the cumulative gain or loss on the hedging instrument and the cumulative change in fair value of the hedged item.

The way cash flow hedge reserve accumulated in other comprehensive income is subsequently accounted for, depends on the nature of the underlying hedged transaction. If the hedged transaction subsequently results in the recognition of a non-financial item, the reserve accumulated in equity is removed from the separate component of equity and included in the initial cost or other carrying amount of the hedged asset or liability. This is not a reclassification adjustment and is not recognised in the other comprehensive income for the period. For any other cash flow hedges, the reserve accumulated in other comprehensive income is subsequently reclassified to the income statement as a reclassification adjustment in the same period which the hedged cash flows affect the income statement.

Otherwise, the reserve will be immediately reclassified to the income statement as a reclassification adjustment. After discontinuation, once the hedged cash flow occurs, the way the reserve remaining in equity is accounted for depends on the nature of the underlying transaction as described above.

Hedges of a net investment in a foreign operation

Hedges of a net investment in a foreign operation, including a hedge of a monetary item that is accounted for as part of the net investment, are accounted for in a way similar to cash flow hedges. Gains or losses on the hedging instrument relating to the effective portion of the hedge are recognised as other comprehensive income while any gains or losses relating to the ineffective portion are recognised in the income statement. On disposal of the foreign operation, the cumulative value of any such gains or losses recorded in equity is transferred to the income statement.

4.24 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Group applies a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Group measures fair value using valuation technique that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categories of input to be used in fair value measurement as follows:

Level 1 Use of quoted market prices in an observable active market for such assets or liabilities

Level 2 Use of other observable inputs for such assets or liabilities, whether directly or indirectly

Level 3 Use of unobservable inputs such as estimates of future cash flows

At the end of each reporting period, the Group determines whether transfers have occurred between levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period that are measured at fair value on a recurring basis.

5. Significant accounting judgements and estimates

The preparation of financial statements in conformity with financial reporting standards at times requires management to make subjective judgements and estimates regarding matters that are inherently uncertain. These judgements and estimates affect reported amounts and disclosures; and actual results could differ from these estimates. Significant judgements and estimates are as follows:

Post-employment benefits under defined benefit plans and other long-term employee benefits

The post-employment benefits and other long-term employee benefit liabilities are determined using actuarial valuations. The actuarial valuation involves making assumptions such as discount rates, future salary increases, mortality rates and staff turnover rates. Due to the long-term nature of these plans, such estimates are subject to significant uncertainty.

Allowance for impairment of goodwill and intangible assets with indefinite useful lives

In determining allowance for impairment of goodwill and intangible assets with indefinite useful lives, the management is required to exercise judgements regarding determination of the recoverable amount of the asset, which is the higher of its fair value less costs of disposal and its value in use. The fair value less costs of disposal calculation is based on available data from binding sales transactions, conducted at arm's length, for similar assets or observable market prices less incremental costs of disposing of the asset. The value in use calculation is based on a discounted cash flow model. The cash flows are derived from the future budget of the cash-generating unit being tested. The recoverable amount is sensitive to the discount rate used for the discounted cash flow model as well as the expected future cash-inflows and the growth rate used for extrapolation purposes. The key assumptions used to determine the recoverable amount for the different cash-generating units are disclosed and further explained in Note 18 to the financial statements.

Leases

Determining the lease term with extension and termination options - The Group as a lessee

In determining the lease term, the management is required to exercise judgement in assessing whether the Group is reasonably certain to exercise the option to extend or terminate the lease considering all relevant facts and circumstances that create an economic incentive for the Group to exercise either the extension or termination option.

Estimating the incremental borrowing rate - The Group as a lessee

The Group cannot readily determine the interest rate implicit in the lease, therefore, the management is required to exercise judgement in estimating its incremental borrowing rate (IBR) to discount lease liabilities. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.

Litigation

The Group has contingent liabilities as a result of litigation. The Group's management has used judgement to assess the results of the litigation and believes that the provision made would be sufficient. However, actual results could differ from the estimates.

All other estimates are further detailed in the corresponding disclosures.

6. Related party transactions

During the years, the Group had significant business transactions with related parties. Such transactions, which are summarised below, arose in ordinary course of business and were concluded on commercial terms and bases agreed upon between the Group and those related parties.

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements		Transfer pricing policy
	2024	2023	2024	2023	
Transactions with subsidiaries (eliminated from the consolidated financial statements)					
Sales and service income	-	-	2,484	3,717	Market price
Dividend income	-	-	760	1,830	At the declared rate
Interest income	-	-	83	73	Market interest rate
Other income	-	-	86	87	Cost plus margin
Purchases of goods	-	-	287	1,162	Market price
Purchase of utility	-	-	1,437	1,829	Market price
Service fee expenses	-	-	344	387	Contractual agreed price
Interest expenses	-	-	34	26	Market interest rate
Other expenses	-	-	6	12	Contractual agreed price
Transactions with joint venture					
Sales and service income	34	412	17	-	Market price
Dividend income	-	-	191	267	At the declared rate
Other income	1	1	1	1	Cost plus margin
Service fee expenses	7	12	7	12	Contractual agreed price
Transactions with associates					
Dividend income	-	-	543	626	At the declared rate
Purchases of goods	989	1,434	824	1,434	Market price
Freight charge	69	-	-	-	Comparable to third parties
Transactions with related companies					
Sales and service income	-	3	-	-	Market price
Interest income	17	6	8	3	Market interest rate
Purchases of goods	-	38	-	-	Market price
Service fee expenses	140	131	34	30	Contractual agreed price
Other expenses	113	126	89	97	Contractual agreed price
Interest expenses	87	74	83	74	Market interest rate

The balances of the accounts as at 31 December 2024 and 2023 between the Company and those related parties are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Deposits and short-term investments at related financial institution (Note 7)				
Related financial institution (related by common directors)	1,387,777	1,370,012	419,758	745,358
Total deposits and short-term investments at related financial institution	1,387,777	1,370,012	419,758	745,358
Trade and other receivables - related parties (Note 8)				
Subsidiaries	-	-	762,580	1,203,926
Joint venture	3,953	17,798	3,631	6,466
Total trade and other receivables - related parties	3,953	17,798	766,211	1,210,392
Short-term loans to related parties				
Subsidiaries				
Conwood Company Limited	-	-	1,610,000	1,580,000
INSEE Superblock Company Limited	-	-	430,000	500,000
Siam City Cement Trading Company Limited	-	-	-	180,000
INSEE Ecocycle Company Limited	-	-	70,000	-
Total short-term loans to related parties	-	-	2,110,000	2,260,000

Movements in short-term loans to related parties for the year ended 31 December 2024 are summarised below.

(Unit: Thousand Baht)

	Consolidated financial statements	Separate financial statements
Balance as at 1 January 2024	-	2,260,000
Add: Increase during the year	-	4,680,000
Less: Repayment during the year	-	(4,830,000)
Balance as at 31 December 2024	-	2,110,000

As at 31 December 2024, the Company had short-term loans to related parties of Baht 2,110 million (2023: Baht 2,260 million), which carry interest at the rate of 2.27 - 3.80 percent per annum (2023: 2.12 - 3.85 percent per annum) and are due for repayment within one year from drawing dates.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Other current assets - related parties				
Current portion of finance lease receivables - subsidiaries	-	-	105	720
Prepaid expenses - associate	15,290	-	-	-
Accrued interest - associate	192	-	-	-
Prepaid expenses - related company (related by common directors)	40,081	38,771	37,641	36,852
Total other current assets - related parties	55,563	38,771	37,746	37,572
Long-term loan to related party				
Associate				
PT. Pesona Khatulistiwa Nusantara	8,507	-	-	-
Total long-term loan to related party	8,507	-	-	-

On 31 August 2021, a subsidiary entered into Shareholder Loan Agreement to provide a long-term loan to an associate. The loan bears interest at 6 months SIBOR plus 1 percent per annum, and on 25 May 2022, the interest rate was adjusted to 3 months SIBOR plus 1 percent per annum and on 1 April 2022. Such loan is repayable on demand. Movements of long-term loan to related party for the year ended 31 December 2024 were summarised below.

(Unit: Thousand Baht)

	Consolidated financial statements	Separate financial statements
Balance as at 1 January 2024	-	-
Increase from changing the status of associates to subsidiaries	8,079	-
Unrealised loss on exchange rate	428	
Balance as at 31 December 2024	8,507	-

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Other non-current assets - related parties				
Finance lease receivables - net of current portion - subsidiaries	-	-	-	915
Total other non-current assets - related parties	-	-	-	915
Short-term loans from related parties				
Subsidiaries				
Siam City Concrete Company Limited	-	-	710,000	-
Siam City Power Company Limited	-	-	640,000	-
INSEE Digital Co., Ltd.	-	-	440,000	-
Globe Cement Company Limited	-	-	85,000	-
Related financial institution				
Related financial institution (related by common directors)	603,491	-	-	-
Total short-term loans from related parties	603,491	-	1,875,000	-

Movements in short-term loans from related parties for the year ended 31 December 2024 are summarised below.

(Unit: Thousand Baht)

	Consolidated financial statements	Separate financial statements
Balance as at 1 January 2024	-	-
Add: Increase from changing the status of associates to subsidiaries	489,944	-
Increase during the year	2,057,425	8,535,000
Less: Repayment during the year	(1,943,878)	(6,660,000)
Balance as at 31 December 2024	603,491	1,875,000

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Trade and other payables - related parties (Note 22)				
Subsidiaries	-	-	655,903	226,537
Associate	1,666	610,974	-	610,974
Joint venture	3,622	32,443	3,622	32,443
Related companies (related by common shareholders and/or common directors)	89,585	95,930	38,712	35,525
Total trade and other payables - related parties	94,873	739,347	698,237	905,479
Lease liabilities - related party (Note 16.2)				
Related company (related by common shareholders and/or common directors)	11,475	16,303	10,560	13,585
Less: Portion due within one year	(4,044)	(4,828)	(3,129)	(3,025)
Total lease liabilities - related party - net of current portion	7,431	11,475	7,431	10,560
Long-term loan from related financial institution				
Related financial institution (related by common directors)				
Portion due within one year	2,099,873	-	2,000,000	-
Portion due more than one year	99,921	2,000,000	-	2,000,000
Total long-term loan from related financial institution	2,199,794	2,000,000	2,000,000	2,000,000

On 29 November 2022, the Company entered into a loan agreement with related financial institution obtaining loan facilities of Baht 2,000 million. The loan carries interest at BAY-BIBOR 3 months reference rate plus a margin and is repayable in full amount at the end of the third year from the first drawing date. The loan facilities of Baht 2,000 million were drawn by the Company on 22 December 2022.

The loan agreement contains covenants with which the Company has to comply, pertaining to matters such as maintaining of certain financial ratios and negative pledge.

Movements of long-term loan from related financial institution for the year ended 31 December 2024 are summarised below.

(Unit: Thousand Baht)

	Consolidated financial statements	Separate financial statements
Balance as at 1 January 2024	2,000,000	2,000,000
Add: Increase from changing the status of associates to subsidiaries	199,762	-
Amortisation of transaction costs during the year	32	-
Balance as at 31 December 2024	2,199,794	2,000,000

Directors and management's benefits

During the years ended 31 December 2024 and 2023, the Group had employee benefit expenses payable to their directors and management as below.

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Short-term employee benefits	273	185	192	185
Post-employment benefits and other long-term employee benefits	4	2	2	2
Total	277	187	194	187

Employee Joint Investment Program (EJIP Program)

On 22 October 2015, the meeting of the Company's Board of Directors passed a resolution approving an additional Employee Joint Investment Program for the Company. The program runs for a period of 4 years (only the period of the Company's contribution) or 7 years (included silent period) starting from 1 January 2016. The details and conditions in relation to such program depend on the decision of the Company's Board of Directors. The Company obtained approval from the Securities and Exchange Commission of Thailand on 16 December 2015.

7. Cash and cash equivalents/Bank deposits with withdrawal restrictions or guarantee obligation

As at 31 December 2024 and 2023, cash and cash equivalents consist of the following:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Cash and bank deposits	5,468,786	2,600,029	494,174	856,354
Short-term investments in fixed deposits and treasury bills	1,249,755	3,577,614	-	1,450,000
Total	6,718,541	6,177,643	494,174	2,306,354
Less: Bank deposits with withdrawal restrictions	(988,679)	-	-	-
Bank deposits with a guarantee obligation	(315,355)	(151,023)	-	-
Total cash and cash equivalents	5,414,507	6,026,620	494,174	2,306,354
Of which at related financial institution	1,387,777	1,370,012	419,758	745,358

As at 31 December 2024, bank deposits in savings accounts, fixed deposits and treasury bills carried interest between 0.01 and 7.00 percent per annum (2023: between 0.01 and 10.86 percent per annum).

As at 31 December 2024, the overseas subsidiaries had restricted bank deposits of USD 29.1 million or approximately Baht 988.7 million as in the current year, the overseas subsidiaries are required to hold 30% of cash received from export sales in their bank accounts.

As at 31 December 2024, two subsidiaries had placed its deposits of Taka 40.3 million and USD 8.9 million or approximately Baht 315.3 million (2023: two subsidiaries of Taka 33.7 million and VND 100,000 million or approximately Baht 151.0 million) with government agency and bank in respect of certain performance bonds of the subsidiaries.

8. Trade and other receivables

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Trade receivables - related parties				
Aged on the basis of due dates:				
Current to 30 days	322	11,332	529,336	560,847
Over 30 days to 60 days	-	-	-	2,302
Total trade receivables - related parties	322	11,332	529,336	563,149
Trade receivables - unrelated parties				
Aged on the basis of due dates:				
Current to 30 days	5,001,298	4,116,827	1,621,415	1,743,558
Over 30 days to 60 days	204,239	146,377	7,156	21,872
Over 60 days to 90 days	63,153	94,779	3,404	21,783
Over 90 days	433,152	344,394	119,792	74,737
Total trade receivables - unrelated parties	5,701,842	4,702,377	1,751,767	1,861,950
Less: Allowance for expected credit losses	(206,577)	(224,921)	(16,771)	(18,643)
Total trade receivables - unrelated parties - net	5,495,265	4,477,456	1,734,996	1,843,307
Total trade receivables - net	5,495,587	4,488,788	2,264,332	2,406,456
Other receivables				
Other receivables - related parties	3,631	6,466	236,875	647,243
Other receivables - unrelated parties	110,645	54,773	2,973	5,737
Unbilled revenues	144,389	125,481	696	1,121
Total other receivables - unrelated parties	255,034	180,254	3,669	6,858
Less: Allowance for expected credit losses	(1,115)	(7,447)	(186)	(145)
Total other receivables - unrelated parties - net	253,919	172,807	3,483	6,713
Total other receivables - net	257,550	179,273	240,358	653,956
Total trade and other receivables - net	5,753,137	4,668,061	2,504,690	3,060,412

The overseas subsidiary has pledged its accounts receivable to secure credit facilities from the financial institutions. As at 31 December 2024, the balance of accounts receivable that was pledged amounted to Rupiah 90,000 million or approximately Baht 181.9 million.

Movements in allowance for expected credit losses of trade receivables are as below.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
At beginning of year	224,921	245,403	18,643	39,436
Provision for expected credit losses (reversal)	4	(8,496)	(113)	(20,793)
Amount written off	(18,348)	(11,986)	(1,759)	-
At end of year	206,577	224,921	16,771	18,643

9. Inventories

(Unit: Thousand Baht)

	Consolidated financial statements					
	Cost		Reduce cost to net realisable value		Inventories - net	
	2024	2023	2024	2023	2024	2023
Finished goods	1,300,521	1,467,180	(14,437)	(78,340)	1,286,084	1,388,840
Work in process	118,493	113,145	(1,505)	-	116,988	113,145
Raw materials	1,422,400	945,660	(5,248)	(920)	1,417,152	944,740
Store supplies	1,187,433	1,395,336	(159,814)	(113,193)	1,027,619	1,282,143
Goods in transit	79,062	68,742	-	-	79,062	68,742
Total	4,107,909	3,990,063	(181,004)	(192,453)	3,926,905	3,797,610

(Unit: Thousand Baht)

	Separate financial statements					
	Cost		Reduce cost to net realisable value		Inventories - net	
	2024	2023	2024	2023	2024	2023
Finished goods	502,539	726,033	-	-	502,539	726,033
Work in process	38,276	28,851	-	-	38,276	28,851
Raw materials	597,530	376,996	-	-	597,530	376,996
Store supplies	550,020	718,849	(61,219)	(10,855)	488,801	707,994
Goods in transit	41,539	61,619	-	-	41,539	61,619
Total	1,729,904	1,912,348	(61,219)	(10,855)	1,668,685	1,901,493

During the current year, the Group reversed the write-down of cost of inventories by Baht 11.4 million (Separate financial statements: Baht 50.4 million) (2023: Baht 142.3 million (Separate financial statements: Baht 25.7 million)), and reduced the amount of inventories recognised as expenses during the year.

An overseas subsidiary has pledged its finished goods to secure credit facilities from the financial institutions. As at 31 December 2024, the balance of finished goods totaling Rupiah 10,000 million or approximately Baht 20.2 million was pledged to secure such credit facilities.

10. Other current financial assets

(Unit: Thousand Baht)

	Consolidated financial statements	
	2024	2023
Debt instruments at amortised cost		
Fixed bank deposits	1,729,798	-
Debt instruments at fair value through profit or loss		
Investments in open-end funds	1,114	-
Total other current financial assets	1,730,912	-

11. Investments in subsidiaries

11.1 Details of investments in subsidiaries as presented in the separate financial statements are as follows:

Company's name	Type of relation	Shareholding percentage		Cost		Dividends income during the years	
		2024 (%)	2023 (%)	2024 (Thousand Baht)	2023 (Thousand Baht)	2024 (Thousand Baht)	2023 (Thousand Baht)
Local subsidiaries							
Siam City Concrete Co., Ltd.	Direct holding	100.00	100.00	2,500,000	2,500,000	-	-
Siam City Power Co., Ltd.	Direct holding	100.00	100.00	2,000,000	2,000,000	520,000	727,000
Conwood Co., Ltd.	Direct holding	100.00	100.00	300,000	300,000	-	-
INSEE Superblock Co., Ltd.	Direct holding	100.00	100.00	499,999	499,999	-	-
INSEE Ecocycle Co., Ltd.	Direct holding	100.00	100.00	400,000	400,000	200,000	290,000
INSEE Digital Co., Ltd.	Direct holding	100.00	100.00	700,000	700,000	-	14,000
Globe Cement Co., Ltd.	Direct holding	100.00	100.00	63,802	63,802	-	-
Siam City Cement Trading Co., Ltd.	Direct holding	100.00	100.00	10,000	10,000	40,000	200,000
Lanna Resources Public Co., Ltd.	Direct holding	61.44	-	1,910,342	-	-	-
Thai Agro Energy Public Co., Ltd.	Direct holding	4.74	-	95,568	-	-	-
Overseas subsidiaries							
Siam City Cement (Bangladesh) Ltd.	Direct holding	100.00	100.00	2,124,391	2,124,391	-	-
Siam City Cement (Lanka) Ltd.	Direct holding	99.04	99.03	13,191,469	13,191,469	-	378,788
Siam City Cement (Vietnam) Ltd.	Direct holding	65.00	65.00	18,111,015	18,111,015	-	219,833
Total				41,906,586	39,900,676	760,000	1,829,621

Siam City Cement (Lanka) Limited

On 5 May 2022, the Board of Directors' meeting of Siam City Cement (Lanka) Limited ("the subsidiary") approved the subsidiary to repurchase its shares from other shareholders totaling not more than 1,736,939 shares in amount of not exceeding LKR 173.7 million (or approximately Baht 18 million). The repurchasing period is within one year, from 14 June 2022. Subsequently on 28 March 2023, the Annual General Meeting of the shareholders of the subsidiary approved to extend the repurchasing period until 27 March 2024, and on 19 April 2024, the Annual General Meeting of the shareholders of the subsidiary approved another extension of the repurchasing period until 4 April 2025. During the current year, the subsidiary repurchased totally 17,346 shares and paid for the repurchase of such shares totaling LKR 1.7 million or approximately Baht 0.2 million (2023: 85,957 shares repurchased in an amount totaling LKR 8.6 million or approximately Baht 0.9 million).

Siam City Power Company Limited

On 10 April 2024, Siam City Power Company Limited ("the subsidiary") entered into a shareholders agreement for investment in a new subsidiary, namely INSEE B.Grimm Solar Company Limited ("the new subsidiary"). The new subsidiary is a limited company incorporated on 3 May 2024 and domiciled in Thailand with an initial registered share capital of Baht 5 million (50,000 shares of Baht 100 each), 75 percent of which is held by the subsidiary. The new subsidiary is principally engaged in the Solar Farm Project in Saraburi Province.

On 23 May 2024, the Annual General Meeting of the shareholders of INSEE B.Grimm Solar Company Limited ("the new subsidiary") passed a resolution to increase its registered share capital from Baht 5 million (50,000 shares of Baht 100 each) to Baht 500 million (5,000,000 shares of Baht 100 each). On 23 May 2024, Siam City Power Company Limited paid for 40 percent of the additional issued shares, equivalent to Baht 148.5 million. The new subsidiary registered the share capital increase with the Ministry of Commerce on 5 June 2024.

On 1 November 2024, Siam City Power Company Limited paid for all remaining shares of Baht 222.75 million.

On 2 December 2024, the Extraordinary General Meeting of the shareholders of INSEE B.Grimm Solar Company Limited passed a resolution to increase its registered capital from Baht 500 million (5,000,000 shares of Baht 100 each) to Baht 1,500 million (15,000,000 shares of Baht 100 each). The new subsidiary registered the share capital increase with the Ministry of Commerce on 12 December 2024. As at 31 December 2024, Siam City Power Company Limited paid for 25 percent of the additional issued shares, equivalent to Baht 187.5 million. On 2 January 2025, Siam City Power Company Limited paid for another 20 percent of the additional issued shares, equivalent to Baht 150 million.

On 5 February 2025, INSEE B.Grimm Solar Company Limited called for payment of the remaining additional shares totaling Baht 550 million, with payment due within February and May 2025 in the amounts of Baht 200 million and Baht 350 million, respectively.

On 24 February 2025, Siam City Power Company Limited paid Baht 150 million for the 20 percent of the additional issued shares.

Additional investments in Lanna Resources Public Co., Ltd. and Thai Agro Energy Public Co., Ltd.

Sunrise Equity Co., Ltd.; the Company's major shareholder, had announced the Tender Offeror to purchase the Company's shares from Jardine Cycle & Carriage Limited in a total amount of 76,107,368 shares, representing 25.54 percent of the total issued shares of the Company, which was executed on 19 August 2024, resulted in the increase of the Company's shareholding percentage for Sunrise Equity Co., Ltd. and its related parties under section 258 to hold shares in the Company from 46.34 percent to 71.88 percent of the total voting rights of the Company. As a result, Sunrise Equity Co., Ltd. is obligated to make a tender offer for the remaining shares of the Company. After completion of the tender offer Sunrise Equity Co., Ltd. and its related parties under section 258 hold 79.06 percent stake in the Company. Moreover, regarding the Chain Principle, Sunrise Equity Co., Ltd. is obligated to make a tender offer for the remaining shares of Lanna Resources Public Co., Ltd. and Thai Agro Energy Public Co., Ltd.

On 23 August 2024, the Board of Directors' meeting passed a resolution to approve the arrangement of the Company being a joint offeror with Sunrise Equity Co., Ltd., its major shareholder ("Sunrise"), to jointly launch tender offers to purchase the shares of the following companies.

(a) No more than 288,825,699 shares (representing 55.01 percent of the total issued shares) in Lanna Resources Public Co., Ltd. ("LANNA"), in the total consideration of no more than Baht 4,765.62 million. The purchase period was from 29 August 2024 to 2 October 2024, at a tender offer price of Baht 16.5 per share, whereby the Company formerly directly held shares in LANNA in the amount of 236,173,980 shares, representing 44.99 percent of the total issued shares.

The Company accepted the shares offered for sale totaling 86,388,810 shares, representing 16.46% of the total issued and paid-up shares of Lanna Resources Public Co., Ltd. These shares were transferred to the Company on 4 October 2024. As a result, the Company holds a 61.44% stake in Lanna Resources Public Co., Ltd.

(b) No more than 691,138,100 shares (representing 69.11 percent of the total issued shares) in Thai Agro Energy Public Co., Ltd. ("TAE"), in the total consideration of no more than Baht 580.56 million. The purchase period was from 29 August 2024 to 9 October 2024, at a tender offer price of Baht 0.84 per share, whereby LANNA formerly directly held shares in TAE in the amount of 510,000,000 shares, representing 51.00 percent of the total issued shares, and the Company directly held shares in TAE in the amount of 47,234,796 shares, representing 4.72 percent of the total issued shares.

The Company accepted the shares offered for sale totaling 116,792 shares, representing 0.02 percent of the total issued and paid-up shares of Thai Agro Energy Public Co., Ltd. These shares were transferred to the Company on 11 October 2024. As a result, the Company directly holds a 4.74% stake in Thai Agro Energy Public Co., Ltd.

The tender offer resulted in the Company having control over Lanna Resources Public Co., Ltd. Consequently, Lanna Resources Public Co., Ltd. became a subsidiary of the Company. Furthermore, Thai Agro Energy Public Co., Ltd. became an indirect subsidiary of the Company. The financial statements of Lanna Resources Public Co., Ltd. and Thai Agro Energy Public Co., Ltd. are included in the consolidated financial statements starting from 4 October 2024 which was the date on which the Company assumed control.

During the year 2024, the Company completed its assessment of fair value of identifiable assets and liabilities assumed at the acquisition date of Lanna Resources Public Co., Ltd. and its subsidiaries, which is within the measurement period of 12 months from the acquisition date in accordance with Thai Financial Reporting Standard No. 3.

The fair values of the identifiable assets acquired and liabilities assumed of Lanna Resources Public Co., Ltd. and its subsidiaries as at the acquisition date were summarised as below.

	(Unit: Thousand Baht)
Cash and cash equivalents	2,190,693
Bank deposits with withdrawal restrictions	854,837
Trade and other receivables	1,956,710
Inventories	563,055
Value added tax refundable	774,055
Advance payments for goods	14,369
Other current financial assets	1,526,906
Other current assets	649,231
Bank deposits with a guarantee obligation	371,694
Investments in associates	435,096
Long-term loans to related party	8,079
Investment properties	104,746
Biological assets	21,935
Property, plant and equipment	3,617,254
Right-of-use assets	52,232
Intangible assets	852,013
Deferred tax assets	120,768
Other non-current assets	5,277,692
Total assets	19,391,365
Short-term loans from financial institutions	839,943
Trade and other payables	951,030
Accrued expenses	507,932
Income tax payable	154,145
Other current financial liabilities	17,209
Other current liabilities	281,658
Lease liabilities	56,913
Long-term loans from financial institutions	319,325
Provisions for long-term employee benefits	199,902
Provision for mine reclamation and decommissioning costs	145,490
Deferred tax liabilities	1,984,656
Total liabilities	5,458,203
Net assets at acquisition date	13,933,162
Less: Existing NCI of the subsidiaries	(2,520,767)
Net identifiable assets attributable to the subsidiaries	11,412,395
Net assets in the portion held by the Group (61.44%)	7,011,841
Less: The fair value of the existing equity interest in the investments held by the Group	(3,826,019)
Less: Consideration transferred - cash paid	(1,425,415)
Gain on bargain purchase	1,760,407

The Company recognised variances between purchase price and net assets in the portion held by the Company of Lanna Resources Public Co., Ltd. and its subsidiaries of Baht 1,760 million as gain on bargain purchase presented in other income in the consolidated income statement for the year ended 31 December 2024.

Previously held equity interest

The Company remeasured its previously held equity interest in Lanna Resources Public Co., Ltd. and Thai Agro Energy Public Co., Ltd. at its acquisition date fair value and recognised the resulting changes of Baht 129.4 million as other income in the consolidated income statement for the year ended 31 December 2024.

The consolidated income statement for the year ended 31 December 2024 included revenue and profit of Lanna Resources Public Co., Ltd. and its subsidiaries as from the acquisition dates as follows:

	(Unit: Million Baht)
Revenue	4,586
Profit	464
Total comprehensive income	706

If the business combinations had taken place at the beginning of the period, revenue and profit of Lanna Resources Public Co., Ltd. and its subsidiaries would have been included in the consolidated income statement for the year ended 31 December 2024 as follows:

	(Unit: Million Baht)
Revenue	20,958
Profit	2,694
Total comprehensive income	2,617

Lanna Resources Public Co., Ltd.

Lanna Resources Public Co., Ltd. has 2 overseas subsidiaries with shareholding percentage between 55.00% and 65.00% and, as at 31 December 2024, such subsidiaries had unappropriated retained earnings in the Company's portion totaling USD 79.5 million or approximately Baht 2,680.2 million. The Group may have obligations regarding withholding tax deducted at source in Indonesia when the subsidiaries pay dividends from such amount in the future.

During 2018, PT. Singlurus Pratama (“SGP”) and PT. Lanna Harita Indonesia (“LHI”), the subsidiaries of Lanna Resources Public Co., Ltd., signed an amendment to each of their coal mining concession or the Coal Contract of Work (“CCOW”) with the Ministry of Energy and Mineral Resources in respect of divestment obligation to reduce the proportion of foreign or non-Indonesian shareholding to not more than 49 percent of the paid up capital. The subsidiary has to completely reduce such divestment within October 2019. After the divestment, the subsidiary will have the shareholding percentage in SGP and LHI at 49 percent and 41.4615 percent, respectively. In 2019, the subsidiaries evaluated their shares and proposed to Indonesian government sectors which was in accordance with the regulation about the divestment prescribed by Indonesia government sectors. Currently, Indonesian government sectors have been considering the purchase of such shares.

11.2 Details of investments in subsidiaries that have material non-controlling interests.

(Unit: Million Baht)

Company's name	Proportion of equity interest held by non-controlling interests		Accumulated balance of non-controlling interests		Profit/loss allocated to non-controlling interests during the year		Other comprehensive income allocated to non-controlling interests during the year		Translation adjustment allocated to non-controlling interests during the year		Dividend paid to non-controlling interests during the year	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
	(%)	(%)										
Lanna Resources Public Co., Ltd. and its subsidiaries	38.56	-	7,113.0	-	230.6	-	(1.0)	-	218.5	-	(256.5)	-

11.3 Summarised financial information based on the amounts before inter-company elimination about subsidiaries that have material non-controlling interests.

Summarised information about financial position

	(Unit: Million Baht)	
	Lanna Resources Public Co., Ltd. and its subsidiaries	
	2024	2023
Current assets	8,768.5	-
Non-current assets	5,923.6	-
Current liabilities	(2,681.5)	-
Non-current liabilities	(977.3)	-

Summarised information about comprehensive income

	(Unit: Million Baht)	
	Lanna Resources Public Co., Ltd. and its subsidiaries	
	2024	2023
Revenue	20,957.7	-
Profit	2,693.7	-
Other comprehensive income	(76.8)	-
Total comprehensive income	2,616.9	-

Summarised information about cash flows

	(Unit: Million Baht)	
	Lanna Resources Public Co., Ltd. and its subsidiaries	
	2024	2023
Cash flows from operating activities	4,158.9	-
Cash flows used in investing activities	(1,111.8)	-
Cash flows used in financing activities	(2,569.3)	-
Net increase (decrease) in cash and cash equivalents	477.8	-

11.4 Fair value of investments in listed subsidiaries

Fair values as at 31 December 2024 of investments in subsidiaries that are listed on the Stock Exchange of Thailand which were based on the closing price as quoted on the Stock Exchange of Thailand are as follows:

(Unit: Million Baht)

	2024
Lanna Resources Public Co., Ltd.	5,096
Thai Agro Energy Public Co., Ltd.	36

12. Investment in joint venture

12.1 Details of investment in joint venture

Investment in joint venture represents investment in entity which is jointly controlled by the Company and other company. Details of this investment are as follows:

					Consolidated financial statements		Separate financial statements	
Joint venture	Nature of business	Country of incorporation	Shareholding percentage		Carrying amount based on equity method		Carrying amount based on cost method	
			2024 (%)	2023 (%)	2024 (Thousand Baht)	2023 (Thousand Baht)	2024 (Thousand Baht)	2023 (Thousand Baht)
Chip Mong INSEE Cement Corporation	Cement Manufacturing	Cambodia	40	40	1,574,023	1,585,555	1,641,669	1,641,669
Total					1,574,023	1,585,555	1,641,669	1,641,669

On 27 May 2022, the meeting of the shareholders of Chip Mong Cement Corporation (“the joint venture”) passed a resolution approving a reduction in the joint venture’s registered share capital by reducing the par value from USD 2,000 per share to USD 1,530 per share, resulting in a decrease in its registered share capital from USD 150 million (75,000 ordinary shares of USD 2,000 each) to USD 114.75 million (75,000 ordinary shares of USD 1,530 each). On 30 June 2022, the Ministry of Commerce of Cambodia approved the registered share capital reduction, the process of which was completed in November 2023. The Company still holds 40 percent interest in the joint venture.

12.2 Share of profit and other comprehensive income and dividend income

During the years, the Company recognised its share of profit and other comprehensive income from investment in joint venture in the consolidated financial statements and dividend income in the separate financial statements as follows:

(Unit: Thousand Baht)

Joint venture	Consolidated financial statements				Separate financial statements	
	Share of profit from investment in joint venture		Share of other comprehensive income from investment in joint venture		Dividend income	
	2024	2023	2024	2023	2024	2023
Chip Mong INSEE Cement Corporation	190,089	253,341	(10,315)	4,829	191,306	267,358
Total	190,089	253,341	(10,315)	4,829	191,306	267,358

12.3 Summarised financial information about joint venture

Summarised information about financial position

(Unit: Million Baht)

	2024	2023
Chip Mong INSEE Cement Corporation		
Cash and cash equivalents	98	145
Other current assets	759	998
Non-current assets	5,433	5,789
Bank overdrafts and short-term loans	(305)	(131)
Current portion of lease liabilities	(42)	(36)
Current portion of long-term loans	(573)	(748)
Other current liabilities	(758)	(747)
Lease liabilities - net of current portion	(50)	(63)
Long-term loans - net of current portion	(564)	(1,145)
Other non-current liabilities	(62)	(98)
Net assets	**3,936**	**3,964**
Carrying amounts of joint venture based on equity method	**1,574**	**1,586**

Summarised information about comprehensive income

(Unit: Million Baht)

	2024	2023
Chip Mong INSEE Cement Corporation		
Revenues	4,403	4,523
Interest income	2	3
Depreciation and amortisation	(516)	(481)
Interest expenses	(175)	(121)
Income tax revenues	(103)	5
Profit	475	633
Other comprehensive income	-	-
Total comprehensive income	475	633

13. Investments in associates

13.1 Details of associates

Company's name	Nature of business	Country of incorporation	Type of relation	Shareholding percentage		Consolidated financial statements: Carrying amount based on equity method		Separate financial statements: Carrying amount based on cost method	
				2024 (%)	2023 (%)	2024 (Thousand Baht)	2023 (Thousand Baht)	2024 (Thousand Baht)	2023 (Thousand Baht)
Direct associates									
Lanna Resources Public Co., Ltd.	Coal mining	Thailand	Direct holding	-	44.99	-	3,737,096	-	483,427
Thai Agro Energy Public Co., Ltd. (a subsidiary of "Lanna Resources Public Co., Ltd.")	Ethanol production and distribution	Thailand	Direct holding	-	4.72	-	93,918	-	94,469
Indirect associates (the associates of "Lanna Resources Public Co., Ltd.")									
United Bulk Shipping Pte. Ltd.	Shipping business and coal distribution	Indonesia	Indirect holding	49	-	24,779	-	-	-
PT. Pesona Khatulistiwa Nusantara	Manufacture and distribution of coal	Indonesia	Indirect holding	10	-	423,039	-	-	-
Total						447,818	3,831,014	-	577,896

As discussed in the Note 11 to the financial statements, during the year 2024, the Company launched a tender offer and additionally acquired 16.46% of the shares of Lanna Resources Public Co., Ltd., resulting in the Company having 61.44% shareholding in Lanna Resources Public Co., Ltd. Consequently, Lanna Resources Public Co., Ltd. became a subsidiary of the Company. Furthermore, Thai Agro Energy Public Co., Ltd. became an indirect subsidiary of the Company.

13.2 Share of profit and other comprehensive income and dividend income

During the years, the Company recognised its share of profit and other comprehensive income from investments in associates in the consolidated financial statements and dividend income in the separate financial statements as follows:

(Unit: Thousand Baht)

Company's name	Consolidated financial statements				Separate financial statements	
	Share of profit from investments in associates		Share of other comprehensive income from investments		Dividend income	
	2024	2023	2024	2023	2024	2023
Direct associates						
Lanna Resources Public Co., Ltd.	588,462	956,237	(178,866)	(58,437)	543,200	625,860
Thai Agro Energy Public Co., Ltd.	1,666	1,264	-	(86)	-	-
Indirect associates						
United Bulk Shipping Pte. Ltd.	2,654	-	-	-	-	-
PT. Pesona Khatulistiwa Nusantara	10,066	-	-	-	-	-
Total	602,848	957,501	(178,866)	(58,523)	543,200	625,860

13.3 Fair value of investments in listed associates

Fair values as at 31 December 2023 of investments in associates that are listed on the Stock Exchange of Thailand which were based on the closing price as quoted on the Stock Exchange of Thailand are as follows:

(Unit: Million Baht)

	2023
Lanna Resources Public Co., Ltd.	3,613
Thai Agro Energy Public Co., Ltd.	47

13.4 Summarised financial information about material associate

Summarised information about financial position

(Unit: Million Baht)

	2023
Lanna Resources Public Co., Ltd.	
Current assets	8,630
Non-current assets	6,199
Current liabilities	(3,002)
Non-current liabilities	(1,169)
Net assets	**10,658**
Less: Non-controlling interests of the subsidiaries	(2,352)
Net assets - after non-controlling interests of the subsidiaries	**8,306**
Carrying amounts of associate based on equity method	**3,737**

Summarised information about comprehensive income

	(Unit: Million Baht)
	2023
Lanna Resources Public Co., Ltd.	
Revenues	23,173
Profit	2,125
Other comprehensive income	(130)
Total comprehensive income	1,995

14. Investment properties

The net book value of investment properties as at 31 December 2024 and 2023 is presented below.

(Unit: Thousand Baht)

	Consolidated financial statements			Separate financial statements		
	Land	Office building and factory	Total	Land	Office building and factory	Total
As at 31 December 2024:						
Cost	581,452	58,066	639,518	522,687	324,002	846,689
Less: Accumulated depreciation	-	(23,397)	(23,397)	-	(146,092)	(146,092)
Less: Allowance for impairment	(4,129)	(4,969)	(9,098)	(4,129)	-	(4,129)
Net book value	577,323	29,700	607,023	518,558	177,910	696,468
As at 31 December 2023:						
Cost	524,540	-	524,540	517,985	324,002	841,987
Less: Accumulated depreciation	-	-	-	-	(136,720)	(136,720)
Less: Allowance for impairment	(5,951)	-	(5,951)	(5,951)	-	(5,951)
Net book value	518,589	-	518,589	512,034	187,282	699,316

A reconciliation of the net book value of investment properties for the years ended 31 December 2024 and 2023 is presented below.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Net book value at beginning of year	518,589	490,553	699,316	670,964
Increase from changing the status of associates to subsidiaries	104,746	-	-	-
Transfer in (out)	(13,103)	32,237	8,640	41,925
Disposals and write-off	(3,938)	(1,792)	(3,937)	(1,792)
Depreciation for the year	(1,093)	-	(9,372)	(9,372)
(Increase) decrease in impairment losses	1,822	(2,409)	1,821	(2,409)
Net book value at end of year	607,023	518,589	696,468	699,316

As at 31 December 2024 and 2023, the fair values of the investment properties, which were determined based on valuation performed by the independent valuers, were Baht 2,297 million and Baht 2,567 million, respectively (Separate financial statements: Baht 2,433 million and Baht 2,684 million, respectively). The fair value of the land and building has been determined based on market prices, while that of the office building and factory held for rent has been determined using the income approach.

15. Property, plant and equipment

(Unit: Thousand Baht)

	Consolidated financial statements						
	Land, mineral reserve and site restoration	Building and structures	Machinery and equipment	Furniture, fixtures and office equipment	Motor vehicles	Assets under construction and installation	Total
Cost:							
1 January 2023	4,166,037	17,718,769	46,965,852	2,149,004	1,630,988	1,566,042	74,196,692
Additions	-	80,101	36,809	41,070	3,005	1,093,492	1,254,477
Adjustment of site restoration	3,976	-	-	-	-	-	3,976
Disposals and write-off	(1,949)	(33,645)	(499,868)	(24,394)	(51,965)	(53,831)	(665,652)
Transfer in (out)	307,736	142,542	882,502	30,472	11,116	(1,604,006)	(229,638)
Translation adjustment	(21,524)	(189,089)	(175,677)	6,699	(17,562)	1,027	(396,126)
31 December 2023	4,454,276	17,718,678	47,209,618	2,202,851	1,575,582	1,002,724	74,163,729
Increase from changing the status of associates to subsidiaries	691,493	1,523,458	4,715,095	105,736	38,151	22,623	7,096,556
Additions	7,258	24,337	83,586	49,704	393	2,551,953	2,717,231
Disposals and write-off	(465)	(124,652)	(629,759)	(72,161)	(9,523)	(4,398)	(840,958)
Transfer in (out)	235,703	97,401	791,862	85,217	17,575	(1,390,920)	(163,162)
Transfers to deferred coal mining project expenses	-	-	-	-	-	(20,763)	(20,763)
Translation adjustment	(43,070)	(187,468)	(253,260)	(8,866)	815	13,316	(478,533)
31 December 2024	5,345,195	19,051,754	51,917,142	2,362,481	1,622,993	2,174,535	82,474,100
Accumulated depreciation:							
1 January 2023	761,666	10,999,077	32,474,957	1,755,166	1,350,111	-	47,340,977
Depreciation for the year	77,282	543,155	1,686,405	124,539	90,198	-	2,521,579
Disposals and write-off	-	(31,217)	(401,917)	(22,567)	(49,567)	-	(505,268)
Transfer in (out)	-	(1,033)	(154,479)	-	-	-	(155,512)
Translation adjustment	(12,422)	(130,883)	(260,373)	(1,991)	(13,684)	-	(419,353)
31 December 2023	826,526	11,379,099	33,344,593	1,855,147	1,377,058	-	48,782,423
Increase from changing the status of associates to subsidiaries	79,484	982,951	2,272,782	89,553	31,011	-	3,455,781
Depreciation for the year	75,820	554,078	1,665,333	129,960	65,157	-	2,490,348
Disposals and write-off	-	(70,934)	(569,291)	(70,971)	(9,496)	-	(720,692)
Transfer in (out)	-	1,468	(86,894)	661	(1,468)	-	(86,233)
Translation adjustment	(14,278)	(128,887)	(279,907)	(11,268)	(1,641)	-	(435,981)
31 December 2024	967,552	12,717,775	36,346,616	1,993,082	1,460,621	-	53,485,646
Allowance for impairment:							
1 January 2023	301,900	32,153	2,837	137	-	-	337,027
Increase (decrease) during the year	(6,385)	25,180	103,287	128	-	-	122,210
Translation adjustment	111	(116)	(1,469)	-	-	-	(1,474)
31 December 2023	295,626	57,217	104,655	265	-	-	457,763
Increase from changing the status of associates to subsidiaries	-	-	23,521	-	-	-	23,521
Increase (decrease) during the year	35,671	(19,505)	(20,460)	(101)	-	-	(4,395)
Transfer out	(43,100)	-	-	-	-	-	(43,100)
Translation adjustment	109	1,942	(1,879)	-	-	-	172
31 December 2024	288,306	39,654	105,837	164	-	-	433,961
Net book value:							
31 December 2023	3,332,124	6,282,362	13,760,370	347,439	198,524	1,002,724	24,923,543
31 December 2024	4,089,337	6,294,325	15,464,689	369,235	162,372	2,174,535	28,554,493

(Unit: Thousand Baht)

	Separate financial statements						
	Land, mineral reserve and site restoration	Building and structures	Machinery and equipment	Furniture, fixtures and office equipment	Motor vehicles	Assets under construction and installation	Total
Cost:							
1 January 2023	1,466,301	7,775,139	26,916,519	1,188,345	1,164,918	630,460	39,141,682
Additions	-	22,358	13,758	5,384	487	516,203	558,190
Adjustment of site restoration	3,043	-	-	-	-	-	3,043
Disposals and write-off	(1,949)	(1,887)	(305,509)	(3,288)	(29,190)	-	(341,823)
Transfer in (out)	132,869	7,327	705,822	8,227	-	(898,098)	(43,853)
31 December 2023	1,600,264	7,802,937	27,330,590	1,198,668	1,136,215	248,565	39,317,239
Additions	-	17,484	52,143	9,192	246	816,188	895,253
Adjustment of site restoration	7,273	-	-	-	-	-	7,273
Disposals and write-off	(465)	(9,987)	(368,302)	(35,827)	(6,989)	-	(421,570)
Transfer in (out)	122,407	2,157	343,752	39,216	-	(598,659)	(91,127)
31 December 2024	1,729,479	7,812,591	27,358,183	1,211,249	1,129,472	466,094	39,707,068
Accumulated depreciation:							
1 January 2023	112,032	5,890,846	20,201,508	1,017,077	993,745	-	28,215,208
Depreciation for the year	36,022	155,312	762,739	51,774	46,955	-	1,052,802
Disposals and write-off	-	(1,387)	(266,638)	(3,179)	(29,190)	-	(300,394)
31 December 2023	148,054	6,044,771	20,697,609	1,065,672	1,011,510	-	28,967,616
Depreciation for the year	30,808	140,458	732,931	52,872	26,092	-	983,161
Disposals and write-off	-	(9,965)	(352,417)	(35,534)	(6,989)	-	(404,905)
Transfer in (out)	-	-	2,486	-	-	-	2,486
31 December 2024	178,862	6,175,264	21,080,609	1,083,010	1,030,613	-	29,548,358
Allowance for impairment:							
1 January 2023	106,145	-	944	-	-	-	107,089
Decrease during the year	(6,385)	-	-	-	-	-	(6,385)
31 December 2023	99,760	-	944	-	-	-	100,704
Increase during the year	35,671	-	-	-	-	-	35,671
Transfer out	(43,100)	-	-	-	-	-	(43,100)
31 December 2024	92,331	-	944	-	-	-	93,275
Net book value:							
31 December 2023	1,352,450	1,758,166	6,632,037	132,996	124,705	248,565	10,248,919
31 December 2024	1,458,286	1,637,327	6,276,630	128,239	98,859	466,094	10,065,435

The local subsidiaries have mortgaged part of their land and construction thereon and machinery with net book value as at 31 December 2024 amounting to approximately Baht 1,021 million as collateral for short-term and long-term loans and credit facilities granted by a commercial bank as discussed in Note 21 and 23.

The overseas subsidiary has mortgaged part of its land, machinery and equipment with net book value as at 31 December 2024 amounting to approximately USD 13.1 million or equivalent to Baht 443.6 million as collateral for short-term and long-term loans and credit facilities granted by a commercial bank as discussed in Note 21 and 23.

As at 31 December 2024 and 2023, certain plant and equipment items have been fully depreciated but are still in use. The gross carrying amount (before deducting accumulated depreciation and allowance for impairment loss) of those assets amounted to Baht 22,412 million and Baht 21,018 million, respectively (Separate financial statements: Baht 15,094 million and Baht 14,810 million, respectively).

16. Leases

The Group has lease contracts for various items of assets used in its operations. Leases generally have lease terms between 1 and 99 years which include option to extend lease terms.

16.1 Right-of-use assets

Movements in right-of-use assets for the years ended 31 December 2024 and 2023 are summarised below.

(Unit: Thousand Baht)

	Consolidated financial statements					
	Land	Building and structures	Machinery and equipment	Furniture, fixtures and office equipment	Motor vehicles	Total
At 1 January 2023	665,687	150,973	115,790	106,234	324,202	1,362,886
Additions	50,505	109,286	11,806	2,601	179,753	353,951
Adjustment from lease reassessment and modification	65,914	76,264	(1,991)	-	(82,263)	57,924
Depreciation for the year	(141,107)	(86,594)	(34,134)	(51,437)	(126,795)	(440,067)
Translation adjustment	1,928	2,560	1,680	-	(2,358)	3,810
At 31 December 2023	642,927	252,489	93,151	57,398	292,539	1,338,504
Additions	40,288	42,686	57,549	-	81,617	222,140
Increase from changing the status of associates to subsidiaries	-	21,146	(29)	23	31,092	52,232
Adjustment from lease reassessment and modification	96,634	55,109	2,505	-	(17,286)	136,962
Depreciation for the year	(144,601)	(88,796)	(33,301)	(51,787)	(88,193)	(406,678)
Translation adjustment	7,535	(2,189)	102	-	774	6,222
At 31 December 2024	642,783	280,445	119,977	5,634	300,543	1,349,382

(Unit: Thousand Baht)

	Separate financial statements				
	Building and structures	Machinery and equipment	Furniture, fixtures and office equipment	Motor vehicles	Total
At 1 January 2023	97,795	22,035	-	127,155	246,985
Additions	9,142	475	881	79,237	89,735
Adjustment from lease reassessment and modification	(490)	-	-	(20,417)	(20,907)
Depreciation for the year	(26,089)	(10,113)	(118)	(40,649)	(76,969)
At 31 December 2023	80,358	12,397	763	145,326	238,844
Additions	1,378	24,670	-	16,774	42,822
Adjustment from lease reassessment and modification	57,593	-	-	(4,308)	53,285
Depreciation for the year	(27,516)	(8,642)	(176)	(37,158)	(73,492)
At 31 December 2024	111,813	28,425	587	120,634	261,459

16.2 Lease liabilities

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Lease payments	1,793,388	1,836,665	300,342	268,956
Less: Deferred interest expenses	(396,264)	(476,029)	(24,111)	(18,838)
Total	1,397,124	1,360,636	276,231	250,118
Comprise of:				
Current lease liabilities	296,826	340,322	64,436	71,769
Non-current lease liabilities	1,100,298	1,020,314	211,795	178,349
	1,397,124	1,360,636	276,231	250,118
Of which with related party	11,475	16,303	10,560	13,585

Movements in lease liabilities for the years ended 31 December 2024 and 2023 are summarised below.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Balance at the beginning of year	1,360,636	1,338,054	250,118	255,597
Additions during the year	217,102	353,951	42,822	90,820
Increase from changing the status of associates to subsidiaries	56,913	-	-	-
Accretion of interest	67,072	72,387	10,527	9,291
Adjustment from lease reassessment and modification	141,328	51,543	54,511	(21,238)
Payments during the year	(461,853)	(502,076)	(81,747)	(84,352)
Translation adjustment	15,926	46,777	-	-
Balance at the end of year	1,397,124	1,360,636	276,231	250,118

A maturity analysis of lease payments is disclosed in Note 42.2 to the financial statements under the liquidity risk.

16.3 Expenses relating to leases that are recognised in the income statements

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Depreciation expenses of right-of-use assets	406,678	440,067	73,492	76,969
Interest expenses on lease liabilities	67,072	72,387	10,527	9,291
Expenses relating to short-term leases	12,770	10,954	8,844	7,900
Expenses relating to leases of low-value assets	18,697	21,697	2,256	1,092
Variable lease payments that do not depend on an index or a rate	311,525	284,439	6,865	6,760

The Group has significant contracts which contain variable lease payments as summarised below.

- Agreement for purchase of solar power used for production process with 15-year duration whereby variable lease payment is based on actual power used and the rate as stipulated in the agreement.
- Several agreements regarding concrete distribution service with average 5-year duration whereby variable lease payment is based on actual distance rendered services and the rate as stipulated in the agreements.
- Lease contracts for truck loader including drivers with 3-year duration whereby variable lease payment is based on actual hours spent and the rate as stipulated in the contracts.

- Several agreements regarding copy machines with average 3 - 5 year duration whereby variable lease payment is based on volume of usage.

16.4 Others

The Group had total cash outflows for leases for the years ended 31 December 2024 and 2023 of Baht 804.8 million and Baht 819.2 million, respectively (the Company only: Baht 99.7 million and Baht 100.1 million, respectively), including the cash outflows related to short-term leases, leases of low-value assets and variable lease payments that do not depend on an index or a rate.

17. Assets not used in operations

(Unit: Thousand Baht)

	Consolidated/ Separate financial statements			
	Building and structures	Machinery and equipment	Furniture, fixtures and office equipment	Total
Cost:				
1 January 2023	133,316	328,650	7,343	469,309
31 December 2023	133,316	328,650	7,343	469,309
Disposals and write-off	(17,584)	(1,260)	-	(18,844)
Transfer out	-	(5,523)	-	(5,523)
31 December 2024	115,732	321,867	7,343	444,942
Accumulated depreciation:				
1 January 2023	105,876	296,386	6,007	408,269
Depreciation for the year	2,006	324	-	2,330
31 December 2023	107,882	296,710	6,007	410,599
Depreciation for the year	1,647	139	-	1,786
Disposals and write-off	(16,643)	(610)	-	(17,253)
Transfer out	-	(2,487)	-	(2,487)
31 December 2024	92,886	293,752	6,007	392,645
Allowance for impairment:				
1 January 2023	2,396	27,736	1,336	31,468
Increase during the year	1,657	691	-	2,348
31 December 2023	4,053	28,427	1,336	33,816
Increase during the year	280	-	-	280
Disposals and write-off	-	(1,827)	-	(1,827)
31 December 2024	4,333	26,600	1,336	32,269
Net book value:				
31 December 2023	21,381	3,513	-	24,894
31 December 2024	18,513	1,515	-	20,028

During the year 2024, the Company reversed allowance for impairment of assets not used in operations of Baht 1.5 million (2023: Baht 2.3 million).

The management has assessed the allowance for impairment of assets not used in operations and believes it to be adequate and that such assets are saleable in the future at prices not less than their carrying value.

18. Goodwill

Movements in goodwill in the consolidated financial statements for the years ended 31 December 2024 and 2023 are summarised below.

(Unit: Thousand Baht)

Book value as at 1 January 2023	13,797,440
Translation adjustment	(331,867)
Book value as at 31 December 2023	13,465,573
Translation adjustment	(435,149)
Book value as at 31 December 2024	13,030,424

The Group allocated goodwill acquired through business combinations and brands with indefinite useful lives to the cash generating units (CGUs) for annual impairment testing as follows:

(Unit: Thousand Baht)

	31 December 2024				
	Siam City Cement (Bangladesh) Limited	Siam City Cement (Lanka) Limited	Siam City Cement (Vietnam) Limited	Industrial cleaning service business	Total
Goodwill	300,444	1,774,648	10,860,735	94,597	13,030,424
Brands	-	1,938,372	-	-	1,938,372

(Unit: Thousand Baht)

	31 December 2023				
	Siam City Cement (Bangladesh) Limited	Siam City Cement (Lanka) Limited	Siam City Cement (Vietnam) Limited	Industrial cleaning service business	Total
Goodwill	329,390	1,611,374	11,430,212	94,597	13,465,573
Brands	-	1,760,035	-	-	1,760,035

The recoverable amount of the CGUs has been determined based on fair value less costs to sell using the income approach, which is measured using cash flow projections based on financial budgets approved by management, covering 4 - 8 years. The fair value measurement is categorised within Level 3 of the fair value hierarchy.

Key assumptions used in measurement of fair value less costs to sell as at 31 December 2024 and 2023 are summarised below.

(Unit: Percent per annum)

	31 December 2024			
	Siam City Cement (Bangladesh) Limited	Siam City Cement (Lanka) Limited	Siam City Cement (Vietnam) Limited	Industrial cleaning service business
Long-term growth rates	6.0	6.0	4.0	1.6
Pre-tax discount rates	12.0 - 15.6	13.0 - 18.0	11.5	5.3

(Unit: Percent per annum)

	31 December 2023			
	Siam City Cement (Bangladesh) Limited	Siam City Cement (Lanka) Limited	Siam City Cement (Vietnam) Limited	Industrial cleaning service business
Long-term growth rates	6.0	6.0	4.0	3.0
Pre-tax discount rates	12.0 - 15.4	13.0 - 18.0	11.5	8.8

The management determined growth rates based on expected market growth and pre-tax discount rates that reflect the risks specific to each CGU.

The management has considered the above and believes that there is no impairment loss on goodwill and brands with indefinite useful lives.

19. Intangible assets

(Unit: Thousand Baht)

	Consolidated financial statements									
	Mining concession and license fees	Computer software	Customer relationships	Brands	Right of use	Deferred transfer service fees	Customer contract	Other intangible assets	Intangible assets under development	Total
Cost										
1 January 2023	3,781,587	2,369,415	115,986	1,575,865	2,291,581	-	-	381,876	75,845	10,592,155
Additions	700	338	-	-	-	-	-	-	28,771	29,809
Write-off	(7,587)	(13,365)	-	-	-	-	-	(20,607)	-	(41,559)
Transfer in (out)	5,210	5,654	-	-	3,168	-	-	-	(10,412)	3,620
Translation adjustment	-	3,149	(4,418)	184,170	147,876	-	-	(27,820)	56	303,013
31 December 2023	3,779,910	2,365,191	111,568	1,760,035	2,442,625	-	-	333,449	94,260	10,887,038
Increase from changing the status of associates to subsidiaries	-	25,639	236,978	-	-	670,017	127,963	-	-	1,060,597
Additions	-	3,845	-	-	-	-	-	-	306,111	309,956
Write-off	-	(6,813)	-	-	-	(191,939)	-	(8,958)	-	(207,710)
Transfer in (out)	960	261,627	-	-	2,336	-	-	(2,034)	(236,939)	25,950
Translation adjustment	-	(2,137)	(5,206)	178,337	136,536	-	-	(2,085)	1,174	306,619
31 December 2024	3,780,870	2,647,352	343,340	1,938,372	2,581,497	478,078	127,963	320,372	164,606	12,382,450

(Unit: Thousand Baht)

	Consolidated financial statements									
	Mining concession and license fees	Computer software	Customer relationships	Brands	Right of use	Deferred transfer service fees	Customer contract	Other intangible assets	Intangible assets under development	Total
Accumulated amortisation										
1 January 2023	868,056	1,660,876	86,297	-	537,561	-	-	248,155	-	3,400,945
Amortisation during the year	99,767	244,852	11,781	-	79,782	-	-	9,730	-	445,912
Write-off	(7,587)	(13,365)	-	-	-	-	-	(20,607)	-	(41,559)
Translation adjustment	-	120	(3,785)	-	33,444	-	-	(31,110)	-	(1,331)
31 December 2023	960,236	1,892,483	94,293	-	650,787	-	-	206,168	-	3,803,967
Increase from changing the status of associates to subsidiaries	-	21,809	-	-	-	186,775	-	-	-	208,583
Amortisation during the year	102,391	235,809	14,967	-	91,213	1,891	16,505	6,486	-	469,262
Write-off	-	(6,813)	-	-	-	(191,939)	-	(8,958)	-	(207,710)
Transfer in (out)	-	2,034	-	-	-	-	-	(2,034)	-	-
Translation adjustment	-	(3,863)	(5,037)	-	34,687	-	-	(4,771)	-	21,017
31 December 2024	1,062,627	2,141,459	104,223	-	776,687	(3,273)	16,505	196,891	-	4,295,119
Net book value										
31 December 2023	2,819,674	472,708	17,275	1,760,035	1,791,838	-	-	127,281	94,260	7,083,071
31 December 2024	2,718,243	505,893	239,117	1,938,372	1,804,810	481,351	111,458	123,481	164,606	8,087,331

	Separate financial statements					
	Mining concession and license fees	Computer software	Customer lists	Other intangible assets	Intangible assets under development	Total
Cost						
1 January 2023	3,606,318	215,417	70,000	184,645	373,046	4,449,426
Additions	700	313	-	-	15,440	16,453
Write-off	-	(10,886)	-	(20,607)	-	(31,493)
Transfer in (out)	5,210	3,961	-	-	(7,244)	1,927
31 December 2023	3,612,228	208,805	70,000	164,038	381,242	4,436,313
Additions	-	256	-	-	45,649	45,905
Write-off	-	(1,807)	-	(8,958)	-	(10,765)
Transfer in (out)	960	19,861	-	(2,035)	2,106	20,892
31 December 2024	3,613,188	227,115	70,000	153,045	428,997	4,492,345
Accumulated amortisation						
1 January 2023	813,652	172,807	23,727	106,353	-	1,116,539
Amortisation during the year	96,086	23,699	4,667	6,415	-	130,867
Write-off	-	(10,886)	-	(20,607)	-	(31,493)
31 December 2023	909,738	185,620	28,394	92,161	-	1,215,913
Amortisation during the year	98,239	15,377	4,667	5,198	-	123,481
Write-off	-	(1,807)	-	(8,958)	-	(10,765)
Transfer in (out)	-	2,034	-	(2,034)	-	-
31 December 2024	1,007,977	201,224	33,061	86,367	-	1,328,629
Net book value						
31 December 2023	2,702,490	23,185	41,606	71,877	381,242	3,220,400
31 December 2024	2,605,211	25,891	36,939	66,678	428,997	3,163,716

The management has assessed the allowance for impairment of intangible assets with indefinite useful lives, which are brands, as discussed in Note 18 to the financial statements and believes that there is no impairment loss on such intangible assets.

20. Mining properties

A reconciliation of the net book value of mining properties, which are deferred expenses - coal mine project and deferred stripping costs, for the year ended 31 December 2024 is presented below.

(Unit: Thousand Baht)

	Consolidated financial statements		
	Deferred expenses - coal mine project	Deferred stripping costs	Total
As at 1 January 2024	-	-	-
Increase from changing the status of associates to subsidiaries	218,865	5,052,182	5,271,047
Increase during the year	11,993	278,856	290,849
Transfer in (out)	-	(89,629)	(89,629)
Transfer from property, plant and equipment	20,763	-	20,763
Amortisation for the year	(17,966)	(395,974)	(413,940)
Translation adjustment	10,944	272,176	283,120
As at 31 December 2024	244,599	5,117,611	5,362,210

21. Bank overdrafts and short-term loans from other financial institutions

Movements in bank overdrafts and short-term loans from other financial institutions for the year ended 31 December 2024 are summarised below.

(Unit: Thousand Baht)

	Consolidated financial statements	Separate financial statements
Balance as at 1 January 2024	2,793,415	-
Increase from changing the status of associates to subsidiaries	350,000	-
Add: Increase during the year	17,243,426	9,800,000
Less: Repayment during the year	(16,313,855)	(9,050,000)
Unrealised loss on exchange rate	12,163	-
Translation adjustment	(54,813)	-
Balance as at 31 December 2024	4,030,336	750,000

As at 31 December 2024, the Group had bank overdrafts and short-term loans from commercial banks of Baht 4,030 million (2023: Baht 2,793 million) which carry interest at the rate of 2.27 - 8.28 percent per annum (2023: 2.40 - 13.00 percent per annum).

As at 31 December 2024, a portion of bank overdrafts and short-term loans of an overseas subsidiary of Indonesian Rupiah 73,771 million or approximately Baht 155.9 million (2023: Rupiah 73,689 million or approximately Baht 164.1 million) is secured by the credit utilisation agreements entered into by a subsidiary in Thailand with a financial institution, obtaining standby letter of credit facilities. The credit utilisation agreements contain covenants with which the subsidiary has to comply, pertaining to matters such as maintaining of certain financial ratios, maintaining of percentage of shares held by the major shareholder and negative pledge.

Credit facilities are secured by the mortgage of part of the subsidiary's land and construction thereon and machinery as discussed in Note 15.

As at 31 December 2024 and 2023, the Group had unused facilities of bank overdrafts and short-term loans of Baht 23,395 million and Baht 20,766 million, respectively (the Company only: Baht 15,990 million and Baht 15,893 million, respectively) and the Company entered into committed credit facility agreements for a term of 3 years with the related financial institution and 3 other financial institutions obtaining loan facilities with a total of Baht 6,000 million. The credit facilities carry interest at BIBOR reference rate plus margin. However, as at 31 December 2024, the loan facilities had not yet been drawn down.

The credit facility agreements contain covenants with which the Company has to comply, pertaining to matters such as maintaining of certain financial ratios.

22. Trade and other payables

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Trade payables - related parties	1,666	610,974	392,130	611,032
Trade payables - unrelated parties	6,111,680	4,506,156	2,654,890	2,046,609
Other payables - related parties	93,207	128,373	306,107	294,447
Other payables - unrelated parties	846,881	185,923	34,278	41,087
Retention payable	19,133	24,964	2,005	5,561
VAT payable	31,967	70,816	5,851	43,339
Total trade and other payables	7,104,534	5,527,206	3,395,261	3,042,075

23. Long-term loans from other financial institutions

(Unit: Thousand Baht)

No.	Credit facilities	Interest rate (percent per annum)	Repayment schedule	Consolidated financial statements 2024	Consolidated financial statements 2023
1	VND 30,369 million	4.70	Repayable within 2024	-	42,668
2	Baht 214.1 million	5.75	Repayable within 5 years 7 months, in which the principal is repayable in 60 monthly installments with the first installment on 23 April 2020 and the interest is repayable on monthly basis with the first payment on 23 September 2019	109,011	-
Total				109,011	42,668
Less: Current portion				(64,838)	(42,668)
Long-term loans, net of current portion				44,173	-

Movements in long-term loans from other financial institutions for the year ended 31 December 2024 are summarised below.

(Unit: Thousand Baht)

	Consolidated financial statements
Balance as at 1 January 2024	42,668
Increase from changing the status of associates to subsidiaries	119,562
Add: Amortisation of transaction costs during the year	43
Less: Repayment during the year	(63,335)
Translation adjustment	10,073
Balance as at 31 December 2024	109,011

The subsidiaries' credit facilities from financial institutions are secured by the mortgage of land and construction thereon and machinery, as discussed in Note 15.

The loan agreements contain several covenants which, among other things, require the subsidiaries to maintain certain financial ratios according to the agreements such as debt to equity and debt service coverage ratios at the rate prescribed in the agreements.

As at 31 December 2024, the long-term credit facilities of the subsidiaries which have not yet been drawn down amounted to Taka 765 million and USD 0.4 million or equivalent to Baht 232.4 million.

24. Debentures

As at 31 December 2024 and 2023, the details of debentures in the consolidated financial statements and the separate financial statements are made up as follows:

Debenture Series No.	Number of units	Price per unit	Period	Maturity date	Interest rate	Fair values per unit		Carrying values	
						2024	2023	2024	2023
		(Baht)	(Years)		(percent per annum)	(Baht)	(Baht)	(Thousand Baht)	(Thousand Baht)
No. 1/2016	2,000,000	1,000	8	29 April 2024	2.46	-	999	-	2,000,000
No. 2/2016	2,000,000	1,000	10	29 April 2026	2.70	1,002	989	2,000,000	2,000,000
No. 2/2017	2,500,000	1,000	7	9 May 2024	3.65	-	1,003	-	2,500,000
No. 3/2017	5,000,000	1,000	10	9 May 2027	4.08	1,028	1,024	5,000,000	5,000,000
No. 4/2017	4,500,000	1,000	12	9 May 2029	4.26	1,053	1,041	4,500,000	4,500,000
Total								11,500,000	16,000,000
Less: Deferred transaction costs								(8,305)	(13,085)
Total debentures								11,491,695	15,986,915
Less: Portion due within one year								-	(4,498,010)
Debentures - net of current portion								11,491,695	11,488,905

Movements in debentures for the year ended 31 December 2024 are summarised below.

(Unit: Thousand Baht)

	Consolidated/ separate financial statements
Balance as at 1 January 2024	15,986,915
Add: Amortisation of transaction costs during the year	4,780
Less: Redemption during the year	(4,500,000)
Balance as at 31 December 2024	11,491,695

The above debentures are unsubordinated, unsecured and no discount with a name-registered debenture certificates. Debenture agreements contain a covenant with which the Company must comply, pertaining to maintaining financial ratio.

25. Long-term liabilities for concession and license fee

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Long-term liabilities for concession and license fee	701,461	801,677	698,339	796,478
Less: Portion due within one year	(94,063)	(100,215)	(93,065)	(98,139)
Long-term liabilities for concession and license fee - net of current portion	607,398	701,462	605,274	698,339

Movements in long-term liabilities for concession and license fee for the year ended 31 December 2024 are summarised below.

(Unit: Thousand Baht)

	Consolidated financial statements	Separate financial statements
Balance as at 1 January 2024	801,677	796,478
Add: Recognition of interest expenses during the year	23,834	23,709
Less: Payment during the year	(124,050)	(121,848)
Balance as at 31 December 2024	701,461	698,339

The Group entered into various agreements to pay for renewal or obtaining of mining concession which are payable in 7 - 11 equal, annual installments and carrying interest at the rate of 2.5 - 6.5 percent per annum, to the Department of Primary Industries and Mines and received the permit for utilisation of certain concessions in forest reserve areas that the Group is committed to pay a fee to the Royal Forest Department in 5 equal, annual installments.

26. Provision for long-term employee benefits

26.1 Defined contribution plans

The Company, the local subsidiaries and their permanent employees have jointly registered a provident fund scheme under Provident Fund Act B.E. 2530. Such fund is monthly contributed by both the employees and the Group at rates of 5 - 11 percent of the employees' basic salaries. The fund is managed by Krungsri Asset Management Company Limited. In addition, the subsidiaries in Sri Lanka and Bangladesh and their employees have jointly registered a provident fund on which the subsidiaries contribute at the rate of 12 percent to the provident fund as well as the subsidiaries in Sri Lanka and their employees have jointly registered a trust fund on which the subsidiaries contribute at the rate of 3 percent to the trust fund.

During the year 2024, the Group recognised the contributions of Baht 154 million (2023: Baht 153 million) and the Company recognised the contributions of Baht 72 million (2023: Baht 76 million) as expenses.

26.2 Defined benefit plans

26.2.1 Provident fund

The Group and their permanent employees have jointly established a contributory, unfunded provident fund. Employees who have completed at least 5 years of service are entitled to full benefits, while employees leaving before completing 5 years of service do not receive the contributions made by the Group. Under the regulations of the fund, members are required to pay, and the Group accrues, monthly contributions to the fund at 5 percent of the members' basic salaries.

26.2.2 Employee retirement benefit under labor law

The Group has obligations in respect of severance payments it must make to employees upon retirement under labor law. The Group treats these severance payment obligations as defined benefit plans.

26.2.3 Other long-term employee benefits

The Group has provided other long-term employee benefit plans, namely resignation plan and a long service award for employees.

The defined benefit liabilities are measured at the present value of estimated future cash flows using a discount rate that is similar to the interest rate on government bond. A professionally qualified independent actuary values the defined benefit obligations on a regular basis.

Movements of provision for long-term employee benefits are summarised below.

(Unit: Thousand Baht)

	Consolidated financial statements			
	Provident fund	Employee retirement benefit under labor law	Other long-term employee benefits	Total
Balance as at 1 January 2023	1,324,016	981,789	92,652	2,398,457
Included in income statement:				
Current service cost	47,331	66,245	7,446	121,022
Interest cost	37,601	46,800	2,840	87,241
Gain or loss on settlements	(29,993)	58,754	(11,792)	16,969
Actuarial loss arising from:				
Financial assumptions changes	-	-	4,983	4,983
Experience adjustments	-	-	1,923	1,923
Included in statement of comprehensive income:				
Actuarial (gain) loss arising from:				
Financial assumptions changes	(4,894)	137,061	2,125	134,292
Experience adjustments	(10,040)	(6,825)	2,484	(14,381)
Employee contributions	14,706	-	-	14,706
Benefits paid during the year	(134,252)	(268,501)	(20,484)	(423,237)
Translation adjustment	-	1,659	(2,024)	(365)
Balance as at 31 December 2023	1,244,475	1,016,982	80,153	2,341,610

(Unit: Thousand Baht)

	Consolidated financial statements			
	Provident fund	Employee retirement benefit under labor law	Other long-term employee benefits	Total
Balance as at 1 January 2024	1,244,475	1,016,982	80,153	2,341,610
Increase from changing the status of associates to subsidiaries	-	199,902	-	199,902
Included in income statement:				
Current service cost	43,315	83,350	6,667	133,332
Interest cost	37,697	39,431	1,923	79,051
Gain or loss on settlements	(3,409)	15,623	-	12,214
Past Service Cost - Plan Change/Amendments	-	831	3,783	4,614
Actuarial loss arising from:				
Financial assumptions changes	-	-	1,744	1,744
Experience adjustments	-	-	860	860
Included in statement of comprehensive income:				
Actuarial (gain) loss arising from:				
Demographic assumptions changes	-	19,169	-	19,169
Financial assumptions changes	59,935	60,903	859	121,697
Experience adjustments	(8,875)	(2,267)	590	(10,552)
Employee contributions	13,867	-	-	13,867
Benefits paid during the year	(36,868)	(102,189)	(10,574)	(149,631)
Translation adjustment	-	(4,298)	(2,204)	(6,502)
Balance as at 31 December 2024	1,350,137	1,327,437	83,801	2,761,375

(Unit: Thousand Baht)

	Separate financial statements			
	Provident fund	Employee retirement benefit under labor law	Other long-term employee benefits	Total
Balance as at 1 January 2023	1,064,577	538,144	30,370	1,633,091
Included in income statement:				
Current service cost	36,868	31,360	2,370	70,598
Interest cost	30,179	14,764	698	45,641
Gain or loss on settlements	(29,402)	51,344	(3,929)	18,013
Actuarial (gain) loss arising from:				
Financial assumptions changes	-	-	(62)	(62)
Experience adjustments	-	-	397	397
Included in statement of comprehensive income:				
Actuarial (gain) loss arising from:				
Financial assumptions changes	(4,565)	80,414	1,389	77,238
Experience adjustments	(5,854)	(3,199)	2,182	(6,871)
Employee contributions	11,308	-	-	11,308
Transferred employees among the Group	-	(8,228)	(607)	(8,835)
Benefits paid during the year	(119,576)	(170,638)	(8,449)	(298,663)
Balance as at 31 December 2023	983,535	533,961	24,359	1,541,855

(Unit: Thousand Baht)

	Separate financial statements			
	Provident fund	Employee retirement benefit under labor law	Other long-term employee benefits	Total
Balance as at 1 January 2024	983,535	533,961	24,359	1,541,855
Included in income statement:				
Current service cost	33,245	35,582	1,827	70,654
Interest cost	29,876	16,346	642	46,864
Gain or loss on settlements	(1,481)	5,845	3,532	7,896
Actuarial (gain) loss arising from:				
Financial assumptions changes	-	-	1,088	1,088
Experience adjustments	-	-	241	241
Included in statement of comprehensive income:				
Actuarial (gain) loss arising from:				
Financial assumptions changes	46,952	37,733	551	85,236
Experience adjustments	(6,931)	(9,372)	879	(15,424)
Employee contributions	10,692	-	-	10,692
Transferred employees among the Group	-	(215)	89	(126)
Benefits paid during the year	(16,424)	(30,058)	(4,849)	(51,331)
Balance as at 31 December 2024	1,079,464	589,822	28,359	1,697,645

The Group expects to pay Baht 142 million of long-term employee benefits during the next year (Separate financial statements: Baht 52 million) (2023: Baht 155 million (Separate financial statements: Baht 30 million)).

As at 31 December 2024, the weighted average duration of the liabilities for long-term employee benefits is 7 - 13 years for the Company and local subsidiaries and 1 - 17 years for the overseas subsidiaries (Separate financial statements: 8 years) (2023: 8 years for the Company and local subsidiaries and 6 - 8 years for the overseas subsidiaries (Separate financial statements: 8 years)).

Significant actuarial assumptions are summarised below.

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	(% per annum)	(% per annum)	(% per annum)	(% per annum)
Discount rate	2.4 - 11.5	2.6 - 13.5	2.4	3.1
Salary increase rate	3.5 - 7.3	3.0 - 5.0	5.0	5.0

The result of sensitivity analysis for significant assumptions that affect the present value of the long-term employee benefit obligations as at 31 December 2024 and 2023 is summarised below.

(Unit: Million Baht)

	As at 31 December 2024			
	Consolidated financial statements		Separate financial statements	
	Increase 1%	Decrease 1%	Increase 1%	Decrease 1%
Discount rate	(202.6)	226.3	(120.5)	135.1
Salary increase rate	134.0	(121.6)	62.0	(55.2)

(Unit: Million Baht)

	As at 31 December 2023			
	Consolidated financial statements		Separate financial statements	
	Increase 1%	Decrease 1%	Increase 1%	Decrease 1%
Discount rate	(176.4)	206.8	(116.9)	131.4
Salary increase rate	115.7	(96.4)	58.9	(52.6)

27. Provision for site restoration and decommissioning costs

(Unit: Thousand Baht)

	Consolidated financial statements		
	Provision for site restoration	Provision for decommissioning costs	Total
Balance as at 1 January 2023	217,172	139,719	356,891
Increase (decrease) during the year	3,976	(7,593)	(3,617)
Unwinding of discount	8,849	3,011	11,860
Utilised during the year	(1,375)	(3,807)	(5,182)
Translation adjustment	(4,119)	-	(4,119)
Balance as at 31 December 2023	224,503	131,330	355,833
Increase from changing the status of associates to subsidiaries	125,163	20,327	145,490
Increase (decrease) during the year	53,244	(376)	52,868
Unwinding of discount	36,079	4,615	40,694
Utilised during the year	(27,914)	(1,519)	(29,433)
Translation adjustment	(4,971)	(287)	(5,258)
Balance as at 31 December 2024	406,104	154,090	560,194

(Unit: Thousand Baht)

	Separate financial statements		
	Provision for site restoration	Provision for decommissioning costs	Total
Balance as at 1 January 2023	96,864	9,779	106,643
Increase during the year	3,043	-	3,043
Unwinding of discount	7,486	348	7,834
Utilised during the year	(1,375)	-	(1,375)
Balance as at 31 December 2023	106,018	10,127	116,145
Increase (decrease) during the year	7,273	(2,539)	4,734
Unwinding of discount	5,091	320	5,411
Utilised during the year	(3,050)	-	(3,050)
Balance as at 31 December 2024	115,332	7,908	123,240

Provision for site restoration

Provision for site restoration is recognised by areas of operating mining concession at the rate determined by the quarry engineer of the Group. The rate is based on the estimated cost for site restoration through to the end of the site. Provision for site restoration is discounted to its present value. The Group reviews and revises the rate to reflect the actual expenses incurred on a regular basis.

Provision for decommissioning costs

The Group recognises a provision for decommissioning costs associated with machinery and equipment owned by the Group. The Group is committed to decommissioning the machinery and equipment which have been used in the operation after expiry date of land rental agreement.

28. Grants related to assets

On 18 May 2018, a subsidiary received the subsidy of JPY 457.1 million (or equivalent to Baht 129.1 million) from Global Environment Centre Foundation ("GEC") for Power Generation System by Waste Heat Recovery, which reduces carbon dioxide (CO_2) emission. The subsidiary has to comply with the conditions as required by Joint Crediting Mechanism (JCM) Financing Programme.

As at 31 December 2024, deferred income on the grants related to assets of Baht 71.7 million (2023: Baht 80.3 million) was included in other non-current liabilities in the consolidated statement of financial position.

29. Statutory reserve

Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535, the Company is required to set aside to a statutory reserve at least 5 percent of its net profit after deducting accumulated deficit brought forward (if any), until the reserve reaches 10 percent of the registered capital. The statutory reserve is not available for dividend distribution. At present, statutory reserve has been set aside exceeding 10 percent of the registered share capital.

30. Revenues

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Type of goods or services:				
Sales of cement and cement-related products	31,038,720	33,840,315	20,539,210	22,453,720
Sales of concrete and aggregates	6,728,699	6,880,586	-	-
Sale of coal, ethanol and soil conditioner	4,241,800	-	-	-
Revenues from industrial waste disposal and industrial cleaning services	1,528,054	1,072,937	-	-
Others	253,181	424,378	94,064	115,295
Total revenues	43,790,454	42,218,216	20,633,274	22,569,015
Timing of revenue recognition:				
Revenue recognised at a point in time	43,136,360	41,629,414	20,633,274	22,569,015
Revenue recognised over time	654,094	588,802	-	-
Total revenues	43,790,454	42,218,216	20,633,274	22,569,015

31. Other income/Other expenses

31.1 Other income

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Gain on bargain purchase	1,760,407	-	-	-
Gain on fair value adjustments of investments at the acquisition date	129,430	-	-	-
Others	382,467	210,514	126,001	96,719
Total other income	2,272,304	210,514	126,001	96,719

31.2 Other expenses

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Net loss on derivatives	5,757	-	-	-
Net loss on impairment and disposals/ write-off of non-financial assets	145,708	277,677	49,207	36,455
Others	25,715	32,546	1,847	184
Total other expenses	177,180	310,223	51,054	36,639

32. Expenses by nature

Significant expenses classified by nature are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Purchase of finished goods	3,334,801	3,170,519	52,628	46,745
Raw materials and supplies used	13,899,150	15,059,192	9,216,979	11,978,487
Changes in inventories of finished goods and work in process	657,546	650,437	214,069	137,478
Other production expenses	5,354,911	6,455,641	2,577,376	2,263,426
Salaries, wages and other employee benefits	4,940,308	5,409,878	2,128,795	2,254,585
Depreciation and amortisation (Note 34)	3,783,107	3,409,888	1,191,292	1,272,340
Transportation expenses	3,166,060	2,807,462	1,430,039	1,276,707
Coal winning and conveyance expenses	1,301,100	-	-	-
Government fee	853,256	370,709	291,498	293,918

33. Finance cost

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Interest expense on borrowings	877,036	1,025,190	715,545	778,448
Interest expense on lease liabilities	67,072	72,387	10,527	9,291
Interest expense on long-term liabilities for concession and license fee	23,834	27,776	23,709	27,564
Interest expense on provision for site restoration and decommissioning costs	40,694	11,860	5,411	7,834
Others	150,330	162,268	78,976	80,317
Total finance cost	1,158,966	1,299,481	834,168	903,454

34. Summary of depreciation and amortisation

(Unit: Thousand Baht)

	Consolidated financial statements					
	2024			2023		
	Cost of sales and services	Selling and distribution expenses and administrative expenses	Total	Cost of sales and services	Selling and distribution expenses and administrative expenses	Total
Investment properties	-	1,093	1,093	-	-	-
Property, plant and equipment	2,365,966	124,382	2,490,348	2,423,779	97,800	2,521,579
Right-of-use assets	296,574	110,104	406,678	327,980	112,087	440,067
Assets not used in operations	-	1,786	1,786	-	2,330	2,330
Intangible assets	396,494	72,768	469,262	376,574	69,338	445,912
Mining properties	413,940	-	413,940	-	-	-
Total depreciation and amortisation	3,472,974	310,133	3,783,107	3,128,333	281,555	3,409,888

(Unit: Thousand Baht)

	Separate financial statements					
	2024			2023		
	Cost of sales and services	Selling and distribution expenses and administrative expenses	Total	Cost of sales and services	Selling and distribution expenses and administrative expenses	Total
Investment properties	-	9,372	9,372	-	9,372	9,372
Property, plant and equipment	924,550	58,611	983,161	986,450	66,352	1,052,802
Right-of-use assets	23,036	50,456	73,492	22,269	54,700	76,969
Assets not used in operations	-	1,786	1,786	-	2,330	2,330
Intangible assets	107,502	15,979	123,481	113,182	17,685	130,867
Total depreciation and amortisation	1,055,088	136,204	1,191,292	1,121,901	150,439	1,272,340

35. Income tax

Income tax expenses for the years ended 31 December 2024 and 2023 are made up as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Current income tax:				
Current income tax charge	1,043,447	502,821	452,889	32,036
Adjustment in respect of income tax of previous year	40,816	(214)	-	-
Withholding tax deducted at source recognised as expense during the year	102,001	56,403	82,550	52,591
Deferred tax:				
Relating to origination and reversal of temporary differences	(11,875)	12,664	(121,626)	222,914
Effect of the change in tax rate	(1,355)	-	-	-
Income tax expenses reported in the income statements	1,173,034	571,674	413,813	307,541

The amounts of income tax relating to each component of other comprehensive income for the years ended 31 December 2024 and 2023 are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Deferred tax relating to actuarial loss	(28,032)	(22,468)	(13,962)	(14,073)

The reconciliation between accounting profit and income tax expenses is shown below.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Accounting profit before tax	6,850,886	3,063,998	3,392,067	3,917,926
Applicable tax rates	10%, 12.5%, 20%, 22%, 25%, 27.5%, 30%	10%, 12.5%, 20%, 22%, 27.5%, 30%	20%	20%
Accounting profit before tax multiplied by income tax rates	1,007,430	381,286	678,413	783,585
Adjustment in respect of income tax of previous year	40,816	(214)	-	-
Withholding tax deducted at source recognised as expenses during the year	102,001	56,403	82,550	52,591
Effect of the change in tax rate	(1,355)	-	-	-
Effects of:				
Promotional privileges (Note 43)	(11,736)	(11,854)	-	-
Non-deductible expenses	188,508	61,480	6,834	4,265
Income not subject to tax	(40,040)	-	(298,901)	(544,568)
Additional expense deductions allowed	(55,904)	(42,526)	-	-
Unrecognised tax losses as deferred tax assets	3,877	6,256	-	-
Previously unrecognised tax losses that is used to reduce current tax expense	-	(11,465)	-	-
Recognition of deferred tax assets of previous years	(8,063)	(18,796)	-	-
Taxable withholding tax deducted at source expenses	(33,595)	(11,281)	(16,510)	(10,518)
Others	(18,905)	162,385	(38,573)	22,186
Total	24,142	134,199	(347,150)	(528,635)
Income tax expenses reported in the income statements	1,173,034	571,674	413,813	307,541
Effective income tax rate	17.1%	18.7%	12.2%	7.8%

A reconciliation of the book value of deferred tax assets and deferred tax liabilities for the years ended 31 December 2024 and 2023 is presented below.

(Unit: Thousand Baht)

	Consolidated financial statements				
	As at 1 January 2023	Recognised in the income statement	Recognised in other comprehensive income	Translation adjustment	As at 31 December 2023
Deferred tax assets					
Provision for long-term employee benefits	421,279	(31,679)	22,468	1,731	413,799
Property, plant and equipment and assets not used in operations	273,324	1,825	-	162	275,311
Derivative liabilities	10,101	(10,053)	-	-	48
Deferred revenue	150,230	(55,847)	-	(1,093)	93,290
Unused tax losses	207,022	(90,510)	-	(1,890)	114,622
Leases	29,057	(5,247)	-	1,193	25,003
Others	289,890	(11,966)	-	(6,967)	270,957
Total	1,380,903	(203,477)	22,468	(6,864)	1,193,030
Deferred tax liabilities					
Property, plant and equipment	699,822	(86,885)	-	44,265	657,202
Intangible assets	843,205	(48,726)	-	94,255	888,734
Investment in subsidiary	154,089	(49,577)	-	-	104,512
Leases	4,838	(4,504)	-	(334)	-
Others	2,529	(1,121)	-	1,798	3,206
Total	1,704,483	(190,813)	-	139,984	1,653,654
Deferred tax assets (liabilities) - net	(323,580)	(12,664)	22,468	(146,848)	(460,624)
Statements of financial position:					
Deferred tax assets	1,379,693				1,223,420
Deferred tax liabilities	(1,703,273)				(1,684,044)
Deferred tax assets (liabilities) - net	(323,580)				(460,624)

(Unit: Thousand Baht)

	Consolidated financial statements					
	As at 1 January 2024	Recognised in the income statement	Recognised in other comprehensive income	Translation adjustment	Increase from changing the status of associates to subsidiaries	As at 31 December 2024
Deferred tax assets						
Provision for long-term employee benefits	413,799	8,954	28,032	2,635	48,727	502,147
Property, plant and equipment and assets not used in operations	275,311	(9,195)	-	(456)	18,336	283,996
Derivative liabilities	48	64	-	-	-	112
Deferred revenue	93,290	32,350	-	(1,887)	-	123,753
Unused tax losses	114,622	(68,887)	-	1,493	11,884	59,112
Leases	25,003	32,684	-	(764)	(2,803)	54,120
Government grants	-	2,047	-	-	-	2,047
Others	270,957	(80,197)		37,027	44,624	272,411
Total	1,193,030	(82,180)	28,032	38,048	120,768	1,297,698
Deferred tax liabilities						
Property, plant and equipment	657,202	(27,998)	-	36,116	(1,589)	663,731
Deferred exploration and development costs and deferred stripping costs	-	(62,737)	-	82,278	1,549,336	1,568,877
Intangible assets	888,734	(24,520)	-	88,828	129,656	1,082,698
Investment in subsidiary	104,512	26,206	-	-	268,843	399,561
Others	3,206	(6,361)	-	(29,911)	38,410	5,344
Total	1,653,654	(95,410)	-	177,311	1,984,656	3,720,211
Deferred tax assets (liabilities) - net	(460,624)	13,230	28,032	(139,263)	(1,863,888)	(2,422,513)
Statements of financial position:						
Deferred tax assets	1,223,420					1,295,850
Deferred tax liabilities	(1,684,044)					(3,718,363)
Deferred tax assets (liabilities) - net	(460,624)					(2,422,513)

(Unit: Thousand Baht)

	Separate financial statements			
	As at 1 January 2023	Recognised in the income statement	Recognised in other comprehensive income	As at 31 December 2023
Deferred tax assets				
Provision for long-term employee benefits	288,609	(29,285)	14,073	273,397
Property, plant and equipment and assets not used in operations	143,310	48,071	-	191,381
Deferred revenue	90,242	1,784	-	92,026
Leases	2,441	1,512	-	3,953
Unused tax losses	178,780	(178,780)	-	-
Derivative liabilities	5,341	(5,341)	-	-
Others	76,753	(60,875)	-	15,878
Total	785,476	(222,914)	14,073	576,635

(Unit: Thousand Baht)

	Separate financial statements			
	As at 1 January 2024	Recognised in the income statement	Recognised in other comprehensive income	As at 31 December 2024
Deferred tax assets				
Provision for long-term employee benefits	273,397	18,094	13,962	305,453
Property, plant and equipment and assets not used in operations	191,381	7,819	-	199,200
Deferred revenue	92,026	19,062	-	111,088
Leases	3,953	563	-	4,516
Derivative liabilities	-	64	-	64
Others	15,878	76,024	-	91,902
Total	576,635	121,626	13,962	712,223

As at 31 December 2024, the subsidiaries had unused tax losses of Rupiah Indonesia 187,629 million and Baht 546 million, totaling Baht 942 million (2023: Rupiah Indonesia 200,151 million and Baht 50 million, totaling Baht 496 million) that were not recognised deferred tax assets.

Details of expiry date of unused tax losses of the subsidiaries are summarised below.

(Unit: Million Baht)

	Consolidated financial statements	
	2024	2023
31 December 2023	-	145
31 December 2024	88	134
31 December 2025	122	83
31 December 2026	248	61
31 December 2027	303	45
31 December 2028	146	28
31 December 2029	35	-
	942	496

36. Earnings per share

Basic earnings per share is calculated by dividing profit for the year attributable to equity holders of the Company (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the year.

37. Dividends

Dividend declared for the years ended 31 December 2024 and 2023 consist of the following:

	Approved by	Total dividends	Dividend per share	Paid on
		(Million Baht)	(Baht)	
Year 2024				
Dividend on 2023 profit	Annual General Meeting of the shareholders on 29 March 2024	2,086	7.0	11 April 2024
Interim dividend from the operating profit for period 1 January 2024 to 30 June 2024	Board of Directors' meeting on 31 July 2024	1,192	4.0	29 August 2024
Total		3,278	11.0	
Year 2023				
Dividend on 2022 profit	Annual General Meeting of the shareholders on 31 March 2023	2,682	9.0	12 April 2023
Total		2,682	9.0	

38. Segment information

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief operating decision maker in order to make decisions about the allocation of resources to the segment and assess its performance.

For management purposes, the Group is organised into business units based on their products and services and have five reportable segments as follows:

1. The cement segment, which produces and sells cement.
2. The concrete and aggregate segment, which produces and sells ready-mixed concrete and aggregate.
3. The waste management and industrial services segment, which provide service of industrial waste disposal and industrial cleaning.
4. The light building materials segment, which produces and sells dry mix mortar and tile adhesive products, fiber cement for wood replacement products, light weight Autoclaved Aerated Concrete (AAC) block and panel.
5. Energy, which purchases, produces and sells coal and ethanol.

The Group has no operating segments that have been aggregated to form the above reportable operating segments.

The chief operating decision maker monitors the operating results of the business units separately for the purpose of making decisions about resource allocation and assessing performance. Segment performance is measured based on operating profit or loss and on a basis consistent with that used to measure operating profit or loss in the financial statements.

The basis of accounting for any transactions between reportable segments is consistent with that for third party transactions.

The Group is organised into business units based on its products and services. During the current year, the Group has changed the organisation of its reportable segments from 2023 by adding waste management and industrial services segment and eliminating trading segment. Moreover, due to the change in status of Lanna Resources Public Co., Ltd. from associate to subsidiary, the Group has also included the energy segment during the year.

The following tables present revenue and profit information regarding the Group's operating segments for the years ended 31 December 2024 and 2023.

(Unit: Million Baht)

	Cement		Concrete and aggregates		Light building materials		Waste management and industrial services		Energy		Others		Total segments		Adjustments and eliminations		Consolidated	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
Revenue from external customers	28,209	28,445	6,951	7,235	2,787	3,204	1,583	1,093	4,241	-	19	2,241	43,790	42,218	-	-	43,790	42,218
Inter-segment revenue	3,048	4,671	347	386	11	22	502	580	287	-	691	2,834	4,886	8,493	(4,886)	(8,493)	-	-
Interest income	218	169	20	8	2	1	30	20	28	-	16	18	314	216	(151)	(130)	163	86
Finance cost	1,120	1,235	47	42	101	84	13	9	18	-	9	48	1,308	1,418	(149)	(119)	1,159	1,299
Depreciation and amortisation	2,358	2,504	364	382	214	228	125	117	351	-	251	251	3,663	3,482	120	(72)	3,783	3,410
Share of profit from investments in joint venture and associates accounted for by the equity method	780	1,211	-	-	-	-	-	-	13	-	-	-	793	1,211	-	-	793	1,211
Income tax revenues (expenses)	(762)	(454)	(37)	(6)	5	38	(119)	(117)	(314)	-	(3)	(40)	(1,230)	(579)	57	7	(1,173)	(572)
Material non-cash items other than depreciation and amortisation:																		
Increase in impairment loss and loss on write-off of non-financial assets	45	231	5	44	2	2	-	-	4	-	-	1	56	278	-	-	56	278
Segment profit	**8,888**	**7,520**	**1,351**	**1,239**	**901**	**957**	**486**	**233**	**1,907**	**-**	**51**	**758**	**13,584**	**10,707**	**(568)**	**(184)**	**13,016**	**10,523**

Geographic information

Revenue from external customers is based on locations of the customers.

(Unit: Million Baht)

	2024	2023
Revenue from external customers		
Thailand	26,211	27,412
Vietnam	5,290	4,949
Sri Lanka	4,930	4,543
Singapore	1,879	-
Australia	1,359	1,858
Bangladesh	1,235	1,524
Cambodia	127	582
Indonesia	935	-
India	622	-
Dubai	373	-
Others	829	1,350
Total	43,790	42,218

Non-current assets other than financial instruments, deferred tax assets, net defined benefit assets and rights arising under insurance contracts are disaggregated based on locations of the assets as follows:

(Unit: Million Baht)

	2024	2023
Non-current assets		
Thailand	26,155	25,451
Vietnam	17,121	18,619
Sri Lanka	8,016	7,340
Indonesia	7,651	886
Bangladesh	796	875
Total	59,739	53,171

Major customers

For the years 2024 and 2023, the Group has no major customer with revenue of 10 percent or more of an entity's revenues.

39. Commitments

39.1 As at 31 December 2024, the Group had the following significant outstanding commitments:

39.1.1 The Group had outstanding capital expenditure and construction commitments of Baht 1,682 million (Separate financial statements: Baht 327 million) (2023: Baht 589 million (Separate financial statements: Baht 233 million)).

39.1.2 The Group entered into several long-term contracts in respect of lease of the low-value assets and other services. As at 31 December 2024, the future lease and service fees payable by the Group under these lease and service contracts were Baht 416 million (Separate financial statements: Baht 344 million) (2023: Baht 292 million (Separate financial statements: Baht 260 million)).

39.1.3 A subsidiary entered into an agreement with a company in respect of technology information system and other related services for a period of 5 years, commencing on 1 February 2020 to 31 January 2025. The subsidiary is committed to pay a fee on the basis and at the rate as stipulated in the agreement.

39.1.4 A subsidiary entered into several agreements in respect of technology information system such as accounting system, logistic management system as well as the related maintenance agreements. The subsidiary is committed to pay a fee on the basis and at the rates as stipulated in the agreements.

39.1.5 The Company entered into the service agreements with a subsidiary in respect of the Company's computer system. The Company is committed to pay the fees on the basis and at the rate as stipulated in the agreements.

39.1.6 The Group entered into long-term service agreements regarding temporary employment services. The Group is committed to pay the service fees at the rate as stipulated in the agreements.

39.1.7 The Group has commitments in respect of raw materials and fuel purchases, logistic services and sales contracts as required in the normal course of its business.

39.1.8 The Company has commitment regarding the contribution to the funds in accordance with the requirements and legally applicable rate specified by Department of Primary Industries and Mine.

39.1.9 A subsidiary entered into a technology license agreement with an overseas company for a period of 10 years, commencing on 6 March 2002 to 5 March 2012, with an automatic renewal for every 1-year period. The subsidiary is committed to pay licensing fee on the basis and at the rate as stipulated in the agreement.

39.1.10 A subsidiary entered into several agreements in respect of computer software license. The subsidiary is committed to pay a license fee on the basis and at the rates as stipulated in the agreements.

39.1.11 A subsidiary has commitment regarding the contribution to the Power Development Fund in accordance with the regulation required by the Energy Regulatory Commission. The contribution is calculated based on the sale quantities and legally applicable rate.

39.1.12 A subsidiary entered into several agreements regarding sand operation used for concrete production process for periods 3 years. The subsidiary is committed to pay a fee based on actual production output and the rate as stipulated in the agreements.

39.1.13 In 1997, PT. Singlurus Pratama was granted the right under a Coal Contract of Work (“CCOW”) from the Indonesian government to explore for and exploit coal for a period of thirty years beginning at the commencement of the first mining operation in a total survey area of 24,760 hectares in Kutai, East Kalimantan, Indonesia. The subsidiary has a continuing obligation to pay a fee and compensation under the contract. In February 2009, the subsidiary received the consent from Indonesian government to start the production activities. Subsequently on 17 January 2018, the subsidiary amended certain conditions in the contract with the Indonesian government.

39.1.14 In 1998, PT. Lanna Harita Indonesia had been granted the right under a Coal Contract of Work (“CCOW”) from the Indonesian government to explore for and exploit coal for a period of thirty years in a total survey area of 30,018 hectares in Tanah Merah in Samarinda and Kutai, East Kalimantan, Indonesia. The subsidiary has a continuing obligation to pay a fee and compensation under the contract. Subsequently on 17 January 2018, the subsidiary amended certain condition in the contract with the Indonesian government.

39.1.15 On 20 May 2009, PT. Singlurus Pratama entered into the marketing and technical service agreements with the Company and entered into assistance service agreement with a company in Indonesia. The service fees are charged on the basis and at the rates as stipulated in the agreements.

Subsequently on 29 October 2016, PT. Singlurus Pratama has made the agreement to amend the service fees to the new rates as stipulated in the agreements. This agreement shall be effective retroactively as of 1 August 2016.

39.1.16 The Company entered into an agreement for purchase of power generating from solar with a subsidiary. The Company is committed to pay the fees on the basis and at the rate as stipulated in the agreements.

39.1.17 Two overseas subsidiaries (PT. Lanna Harita Indonesia and PT. Singlurus Pratama) have coal supply commitments to domestic customers in accordance with the Domestic Market Obligation regulation required by the Indonesian government.

39.2 The joint venture entered into several long-term contracts in respect of lease of the low-value assets and other services. As at 31 December 2024, the future lease and service fees payable by the joint venture under these lease and service contracts were Baht 1.3 million (2023: the future lease and service fees payable by the associates and joint venture were Baht 33.8 million).

39.3 The joint venture entered into an equipment lease contract with a company to lease the solar generation equipment for self-generate electricity used for cement production process with 25-year duration. The joint venture is committed to variable lease payment based on actual power generated and used.

39.4 The joint venture had outstanding capital expenditure and construction commitments of USD 6.8 million approximately Baht 230.7 million (2023: the associates and joint venture had outstanding capital expenditure and construction commitments of USD 1.8 million and Baht 0.4 million, totaling approximately Baht 63.5 million).

40. Contingent liabilities

40.1 Bank guarantees

40.1.1 As at 31 December 2024, there were outstanding bank guarantees of Baht 983.0 million, LKR 517.5 million, Taka 68.3 million, VND 13,040.9 million, Indonesian Rupiah 20,000 million (2023: Baht 1,337.1 million, LKR 806.7 million, Taka 33.7 million, VND 29,456.2 million) (Separate financial statements: Baht 183.7 million (2023: Baht 175.1 million)) issued by banks on behalf of the Group in respect of electricity usage, obtaining mining concessions and other guarantees as required in the normal course of its business.

40.1.2 As at 31 December 2024, the joint venture had outstanding bank guarantees of USD 0.2 million (2023: the associate and joint venture had outstanding bank guarantees of Baht 6.0 million, Indonesian Rupiah 20,000 million and USD 0.2 million) issued by banks on behalf of the joint venture as required in the normal course of its business.

40.2 Litigation of the Company

40.2.1 During the year 2024, the Company was sued for the breach of service agreement, with an amount in dispute totaling Baht 76.5 million. Based on the currently available information as at the reporting date and legal counsel opinion, the management of the Company believes that the possibility of the unfavourable outcome of the case to the Company is remote and provision has not therefore been recorded.

40.2.2 During the year 2024, the Company was sued by a former employee in a labor case with total claims of USD 1.3 million or approximately Baht 45.8 million. However, on 31 December 2024, the management of the Company had reviewed the merits of those to assess possible outcomes and recorded a provision for the disputes of Baht 15.5 million according to the Company's policy. Subsequently in February 2025, both parties reached a final settlement during the labor court proceedings.

40.3 Litigation of the subsidiaries and joint venture

40.3.1 A subsidiary in Sri Lanka has a dispute which was filed against the Arbitrator dated 14 June 2017 regarding obligation to retrospectively pay the allowance of LKR 10,000 being paid to certain employees of a company. Currently, the case is in the arbitration process. However, the management of the subsidiary could not currently assess the impact of this dispute but believes that possibility of the unfavourable result of the dispute to the subsidiary is remote and provision has not therefore been recorded.

40.3.2 A subsidiary in Sri Lanka was alleged by the Customs Department of Sri Lanka for failure to pay customs levies and tax on certain payments such as demurrage, calorific value and moisture adjustment, war risk premium, loading-unloading and stevedoring charges. On 7 February 2019, the Customs Department of Sri Lanka ordered the subsidiary to pay customs levies and tax totaling LKR 545 million (approximately Baht 63 million). However, the subsidiary appealed the order since the subsidiary believes that there have been no irregularities in payment of levies/duties and there is no basis of such allegation. Based on the currently available information as at the reporting date and legal counsel opinion, the management of the subsidiary believes that possibility of the unfavourable result of the case to the subsidiary is remote and provision has not therefore been recorded.

In addition, the Customs Department of Sri Lanka investigated on importation of cement and other related products of another subsidiary in Sri Lanka. The management of the subsidiary could not currently assess the impact of this investigation because the Customs Department has not submitted claim amount from the tax assessment to the subsidiary. However, the management of the subsidiary believes that the subsidiary has declared the correct transaction value in term of "Schedule E" of the Customs Ordinance thereby defrauding government revenue by way of evading payment of due customs duty and other levies and, based on the currently available information as at the reporting date and legal counsel opinion, the management of the subsidiary believes that possibility of the unfavourable result of the case to the subsidiary is remote and provision has not therefore been recorded.

40.3.3 A subsidiary in Sri Lanka has disputes relating to income tax assessments for the years 2004 - 2006 totaling LKR 119 million (approximately Baht 14 million) for the deductibility of interest and royalty claims. However, the subsidiary appealed against the decision of the Department of Inland Revenue of Sri Lanka. Based on the currently available information as at the reporting date and legal counsel opinion, the management of the subsidiary believes that possibility of the unfavourable result of the case to the subsidiary is remote and provision has not therefore been recorded.

In addition, the subsidiaries in Sri Lanka have other proceedings/assessments for general and tax related pending against the subsidiaries. Based on the currently available information as at the reporting date and opinion of legal counsel and tax consultants of the subsidiaries, the management of the subsidiaries believes that possibility of the unfavourable result of the cases to the subsidiaries is remote and provision has not therefore been recorded.

40.3.4 A subsidiary in Bangladesh has disputes and litigations with relevant authorities relating to VAT and income tax with the claims/assessments totaling Taka 463 million (approximately Baht 132 million). However, as at 31 December 2024, the management of the subsidiary had reviewed the merits of those to assess possible outcomes as well as consideration of the historical assessment result of tax disputes and litigations in favor of the subsidiary and recorded a provision for the disputes and litigations of Taka 123 million (approximately Baht 35 million).

40.3.5 In September 2011, a company sued the subsidiary for its alleged non-compliance with the cassava chip purchase agreement, claiming a compensation for damage of Baht 186.9 million. The subsidiary submitted the testimony and countersued that company, claiming a compensation for damage of Baht 82.4 million. Both parties defended in three courts. The case was finished on 17 April 2019 by the Supreme Court affirming the judgment of the Civil Court and the Appeal Court to order that company to make payments for purchases of cassava chip that the subsidiary paid in advance of Baht 6.9 million, together with interest expense of 7.5 percent per annum, calculated from 8 November 2011 (the countersue date) until completion of payment.

On 18 May 2018, the subsidiary sued that company for bankruptcy case. The Bankruptcy court passed the judgment on 29 May 2019 that the case was thrown out as that company has the right to claim with a debtor which is a government agency then that company has not become insolvent yet. The subsidiary has already made attachment of the claim.

On 13 August 2019, the subsidiary received partial payment of Baht 0.2 million. In addition, on 21 January 2022, the court ordered the debtor, a government agency, to submit the funds as they had been withheld to the subsidiary. The debtor failed to submit the funds. As a result, in October 2022, the subsidiary attached of the debtor's bank deposits in full in accordance with the writ of execution. Subsequently, in December 2022, the debtor filed a petition for the revocation of the attachment of claims. However, upon an investigation of the said petition, the Court issued an order dismissing the petition due to the lack of reasonable grounds for revocation and the debtor had filed an appeal against the Court's order. On 11 October 2024, the Appeal Court upheld the Civil Court’s judgement to dismiss the petition. Currently, the case is within the appeal period. However, the subsidiary recorded allowance for impairment in advance paid to that company for a whole amount.

41. Fair value hierarchy

As at 31 December 2024 and 2023, the Group had the assets and liabilities that were measured at fair value or for which fair value was disclosed using different levels of inputs as follows:

(Unit: Million Baht)

	As at 31 December 2024					
	Consolidated financial statements			Separate financial statements		
	Level 1	Level 2	Level 3	Level 1	Level 2	Level 3
Assets measured at fair value						
Investments in debt instruments - open-end funds	-	1.1	-	-	-	-
Derivatives						
Foreign exchange forward contracts	-	0.4	-	-	0.4	-
Assets held for sale	-	-	60.4	-	-	24.0
Liabilities measured at fair value						
Derivatives						
Foreign exchange forward contracts	-	6.2	-	-	0.3	-
Assets for which fair value was disclosed						
Investments in subsidiaries	-	-	-	5,132	-	-
Investment properties	-	-	2,297.3	-	-	2,433.1
Liabilities for which fair value was disclosed						
Debentures	-	11,881.7	-	-	11,881.7	-

(Unit: Million Baht)

	As at 31 December 2023					
	Consolidated financial statements			Separate financial statements		
	Level 1	Level 2	Level 3	Level 1	Level 2	Level 3
Assets measured at fair value						
Assets held for sale	-	-	38.3	-	-	-
Liabilities measured at fair value						
Derivatives						
Foreign exchange forward contracts	-	0.2	-	-	0.2	-
Assets for which fair value was disclosed						
Investments in associates	3,660.0	-	-	3,660.0	-	-
Investment properties	-	-	2,567.1	-	-	2,684.4
Liabilities for which fair value was disclosed						
Debentures	-	16,288.9	-	-	16,288.9	-

42. Financial instruments

42.1 Derivatives and hedge accounting

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Derivative assets				
Derivative assets not designated as hedging instruments				
Foreign exchange forward contracts	409	-	409	-
Total derivative assets	409	-	409	-
Derivative liabilities				
Derivatives liabilities not designated as hedging instruments				
Foreign exchange forward contracts	6,166	238	319	238
Total derivative liabilities	6,166	238	319	238

Derivatives not designated as hedging instruments

The Group uses foreign exchange forward contracts to manage some of its transaction exposures. The foreign exchange forward contracts are entered into for periods consistent with foreign currency exposure of the underlying transactions, generally within 12 months.

42.2 Financial risk management objectives and policies

The Group is exposed to a variety of financial risks, including credit risk, market risk (including foreign exchange and interest rate risk) and liquidity risk. The Group's overall risk management focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance. The Group uses derivative instruments to hedge certain exposures.

Credit risk

Credit risk is the risk of financial losses if a customer or the counterparty in a financial instrument fails to meet its obligations. The risk consists mainly of trade and other receivable, deposits with banks and other financial instruments. Except for derivative financial instruments, the maximum exposure to credit risk is limited to the carrying amounts as stated in the statements of financial position. The Group's maximum exposure relating to financial derivative instruments is noted in the liquidity risk topic.

Trade receivables

The Group manages the risk by adopting appropriate credit control policies and procedures and therefore does not expect to incur material financial losses. Outstanding trade receivables are regularly monitored, and certain shipments are covered by letters of credit or other forms of credit insurance obtained from reputable banks and other financial institutions. Credit term provided to customers normally is between 7 days and 120 days.

An impairment analysis is performed at each reporting date to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar credit risks. The Group classifies customer segments by customer type and coverage by letters of credit and other forms of credit insurance. The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. Letters of credit and other forms of credit insurance are considered an integral part of trade receivables and considered in the calculation of impairment.

Financial instruments and cash deposits

Credit risk from balances with banks and financial institutions is managed by the Group's treasury department in accordance with the Group's treasury policy. Investments are made only in fixed deposits with approved counterparty banks with credit-ratings at investment grade assigned by international credit agencies or one of the top two local banks, and within credit limits assigned to each counterparty. Counterparty credit limits are reviewed and updated throughout the year. The limits are set to minimise concentration risks and therefore mitigate financial loss through a counterparty's potential failure to make payments.

The credit risk on debt instruments and derivative financial instruments is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies.

Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of an exposure will fluctuate because of changes in foreign exchange rates. The Group's exposure to the risk of changes in foreign exchange rates relates primarily to the Group's operating activities.

The Group manages its foreign currency risk with natural hedge concept where a major part of the exchange rate risks is hedged by the balance of the import of raw materials, parts and supplies with export revenue. The remaining net exposure is mitigated through forward booking and timing of payments/receipts of foreign currency transactions. In addition, short-term and long-term financing of the Group is primarily in local currency.

When a derivative is entered for the purpose of being a hedge, the Group negotiates the terms of the derivative to match the terms of the hedged exposure.

At 31 December 2024, the Group hedged its net exposure of foreign currency sales and purchases by using foreign currency forward contracts. Those hedged positions were highly probable at the reporting date.

Foreign currency sensitivity

The following tables demonstrate the sensitivity of the Group's profit before tax to a reasonably possible change in USD and Euro exchange rate, with all other variables held constant. The impact on the Group's profit before tax is due to changes in the fair value of monetary assets and liabilities including non-designated foreign currency derivatives as at 31 December 2024 and 2023. The Group's exposure to foreign currency changes for all other currencies is not material.

	2024			
	Consolidated financial statements		Separate financial statements	
Currency	Change in foreign currency rate	Increase (decrease) in profit before tax	Change in foreign currency rate	Increase (decrease) in profit before tax
	(%)	(Thousand Baht)	(%)	(Thousand Baht)
USD	+5	6,871	+5	7,719
	-5	(6,871)	-5	(7,719)
Euro	+5	(7,947)	+5	(1,488)
	-5	7,947	-5	1,488

	2023			
	Consolidated financial statements		Separate financial statements	
Currency	Change in foreign currency rate	Increase (decrease) in profit before tax	Change in foreign currency rate	Increase (decrease) in profit before tax
	(%)	(Thousand Baht)	(%)	(Thousand Baht)
USD	+5	(12,732)	+5	2,583
	-5	12,732	-5	(2,583)
Euro	+5	(803)	+5	(606)
	-5	803	-5	606

This above information is not a forecast or prediction of future market conditions.

Interest rate risk

The Group's exposure to interest rate risk relates primarily to its interest-bearing bank deposits and its financial liabilities at floating rates which may cause variations in the Group's financial results.

The Group manages its interest rate risk by having a balanced portfolio of fixed and floating rate loans and borrowings. The Group's policy is to match between sources and uses of fund while a majority of the financial liabilities is based on fixed rates.

As at 31 December 2024 and 2023, significant interest-bearing financial assets and liabilities classified by type of interest rate are summarised in the table below, with those financial assets and liabilities that carry fixed interest rates further classified based on the maturity date, or the repricing date if this occurs before the maturity date.

(Unit: Million Baht)

	Consolidated financial statements						
	As at 31 December 2024						
	Fixed interest rates						
	Within 1 year	1-5 years	Over 5 years	Floating interest rate	Non-interest bearing	Total	Effective interest rate (% p.a.)
Financial assets							
Cash and cash equivalents	1,472	-	-	3,423	520	5,415	0.01 - 7.00
Bank deposits with withdrawal restrictions	989	-	-	-	-	989	2.25
Trade and other receivables	-	-	-	-	5,753	5,753	-
Bank deposits with a guarantee obligation	304	-	-	-	11	315	2.25 - 3.25
Long-term loan to related party	-	-	-	9	-	9	3MSIBOR + 1.00
Other current financial assets	1,730	-	-	-	1	1,731	1.80-2.40
	4,495	-	-	3,432	6,285	14,212	
Financial liabilities							
Short-term loans from related financial institution	603	-	-	-	-	603	5.00 - 5.50
Bank overdrafts and short-term loans from other financial institutions	2,198	-		1,832	-	4,030	2.27 - 8.28
Lease labilities	297	670	430	-	-	1,397	1.66 - 24.70
Long-term loan from related financial institution	-	-	-	2,200	-	2,200	BAY-BIBOR plus margin
Long-term loans from other financial institutions	65	44	-	-	-	109	5.75 - 6.25
Debentures	-	11,492	-	-	-	11,492	2.70 - 4.26
Long-term liabilities for concession and license fee	94	607	-	-	-	701	2.5 - 6.5
Trade and other payables	-	-	-	-	7,105	7,105	-
	3,257	12,813	430	4,032	7,105	27,637	

(Unit: Million Baht)

	Consolidated financial statements						
	As at 31 December 2023						
	Fixed interest rates						
	Within 1 year	1-5 years	Over 5 years	Floating interest rate	Non-interest bearing	Total	Effective interest rate (% p.a.)
Financial assets							
Cash and cash equivalents	3,578	-	-	1,720	729	6,027	0.01 - 10.86
Bank deposits with a guarantee obligation	-	-	-	-	151	151	-
	3,578	-	-	1,720	880	6,178	
Financial liabilities							
Bank overdrafts and short-term loans from other financial institutions	931	-	-	1,862	-	2,793	2.40 - 13.00
Lease labilities	340	651	370	-	-	1,361	1.26 - 28.8
Long-term loan from related financial institution	-	-	-	2,000	-	2,000	BAY-BIBOR plus margin
Long-term loans from other financial institutions	-	-	-	43	-	43	4.70
Debentures	4,498	11,489	-	-	-	15,987	2.46 - 4.26
Long-term liabilities for concession and license fee	100	702	-	-	-	802	2.50 - 6.50
	5,869	12,842	370	3,905	-	22,986	

(Unit: Million Baht)

	Separate financial statements						
	As at 31 December 2024						
	Fixed interest rates						
	Within 1 year	1 - 5 years	Over 5 years	Floating interest rate	Non-interest bearing	Total	Effective interest rate (% p.a.)
Financial assets							
Cash and cash equivalents	-	-	-	426	68	494	0.01 - 0.90
Short-term loans to related parties	2,110	-	-	-	-	2,110	2.27 - 3.80
Trade and other receivables	-	-	-	-	2,505	2,505	-
Other current financial assets	-	-	-	-	4	4	-
Other non-current financial assets	-	-	-	-	23	23	-
	2,110	-	-	426	2,600	5,136	
Financial liabilities							
Short-term loans from related parties	1,875	-	-	-	-	1,875	2.27 - 2.52
Short-term loans from other financial institutions	750	-	-	-	-	750	2.27
Lease liabilities	64	206	6	-	-	276	2.34 - 4.66
Long-term loan from related financial institution	-	-	-	2,000	-	2,000	BAY-BIBOR plus margin
Debentures	-	11,492	-	-	-	11,492	2.70 - 4.26
Long-term liabilities for concession and license fee	93	605	-	-	-	698	2.5 - 6.5
Trade and other payables	-	-	-	-	3,395	3,395	-
Other current financial liabilities	-	-	-	-	66	66	-
	2,782	12,303	6	2,000	3,461	20,552	

(Unit: Million Baht)

	Separate financial statements						
	As at 31 December 2023						
	Fixed interest rates						
	Within 1 year	1 - 5 years	Over 5 years	Floating interest rate	Non-interest bearing	Total	Effective interest rate (% p.a.)
Financial assets							
Cash and cash equivalents	1,450	-	-	746	110	2,306	0.01 - 2.25
Short-term loans to related parties	2,260	-	-	-	-	2,260	2.12 - 3.85
Trade and other receivables	-	-	-	-	3,060	3,060	-
Other non-current financial assets	-	-	-	-	23	23	-
	3,710	-	-	746	3,193	7,649	
Financial liabilities							
Lease liabilities	72	174	4	-	-	250	1.54 - 4.66
Long-term loan from related financial institution	-	-	-	2,000	-	2,000	BAY-BIBOR plus margin
Debentures	4,498	11,489	-	-	-	15,987	2.46 - 4.26
Long-term liabilities for concession and license fee	98	698	-	-	-	796	2.50 - 6.50
Trade and other payables	-	-	-	-	3,042	3,042	-
Other current financial liabilities	-	-	-	-	49	49	-
	4,668	12,361	4	2,000	3,091	22,124	

Interest rate sensitivity

The following table demonstrates the sensitivity of the Group's profit before tax and equity to a reasonably possible change in interest rates on that portion of floating rate borrowings affected as at 31 December 2024 and 2023.

		2024		2023	
		Consolidated financial statements	Separate financial statements	Consolidated financial statements	Separate financial statements
	Increase/ decrease	Increase (decrease) in profit before tax	Increase (decrease) in profit before tax	Increase (decrease) in profit before tax	Increase (decrease) in profit before tax
	(% p.a.)	(Thousand Baht)	(Thousand Baht)	(Thousand Baht)	(Thousand Baht)
Loans from in Baht	+0.5	(11,737)	(10,738)	(10,000)	(10,000)
	-0.5	11,737	10,738	10,000	10,000
Loans from in VND	+0.5	(2,407)	-	(4,486)	-
	-0.5	2,407	-	4,486	-
Loans from in LKR	+0.5	-	-	(363)	-
	-0.5	-	-	363	-

		2024		2023	
		Consolidated financial statements	Separate financial statements	Consolidated financial statements	Separate financial statements
	Increase/ decrease	Increase (decrease) in profit before tax	Increase (decrease) in profit before tax	Increase (decrease) in profit before tax	Increase (decrease) in profit before tax
	(% p.a.)	(Thousand Baht)	(Thousand Baht)	(Thousand Baht)	(Thousand Baht)
Loans from in BDT	+0.5	(1,375)	-	(457)	-
	-0.5	1,375	-	457	-
Loans from in IDR	+0.5	(535)	-	(563)	-
	-0.5	535	-	563	-

The interest rate sensitivity of floating rate borrowings in Baht includes the effect from application of interest rate swap for cash flow hedge.

The above analysis has been prepared assuming that the amounts of the floating rate borrowings and all other variables remain constant over one year. Moreover, the floating legs of these borrowings are assumed to not yet have set interest rates. As a result, a change in interest rates affects interest payable for the full 12-month period of the sensitivity calculation. This information is not a forecast or prediction of future market conditions.

Liquidity risk

The Group needs liquidity to meet each individual's obligations. Individual companies are responsible for their own cash balances and the raising of internal and external credit lines to cover the liquidity needs, subject to guidance by the Group.

The Group monitors the risk of a shortage of liquidity position by a recurring liquidity planning and maintains an adequate level of cash, fixed deposits and unused committed and uncommitted credit lines with various banks to meet its liquidity requirements.

The table below summarises the maturity profile of the Group's non-derivative financial liabilities and derivative financial instruments as at 31 December 2024 and 2023 based on contractual undiscounted cash flows.

(Unit: Million Baht)

	Consolidated financial statements			
	As at 31 December 2024			
	Less than 1 year	1 to 5 years	Over 5 years	Total
Non-derivatives				
Short-term loans from related financial institution	603	-	-	603
Bank overdrafts and short-term loans from other financial institutions	4,030	-	-	4,030
Trade and other payables	7,105	-	-	7,105
Accrued expenses	2,016	-	-	2,016
Lease liabilities	355	783	655	1,793
Long-term loan from related financial institution	2,100	100	-	2,200
Long-term loans from other financial institutions	65	44	-	109
Debentures	-	11,500	-	11,500
Long-term liabilities for concession and license fee	94	607	-	701
Total non-derivatives	16,368	13,034	655	30,057
Derivatives				
Derivative liabilities: net settled	5,757	-	-	5,757
Total derivatives	5,757	-	-	5,757

(Unit: Million Baht)

	Consolidated financial statements			
	As at 31 December 2023			
	Less than 1 year	1 to 5 years	Over 5 years	Total
Non-derivatives				
Bank overdrafts and short-term loans from other financial institutions	2,793	-	-	2,793
Trade and other payables	5,527	-	-	5,527
Accrued expenses	1,604	-	-	1,604
Lease liabilities	401	762	674	1,837
Long-term loan from related financial institution	-	2,000	-	2,000
Long-term loans from other financial institutions	43	-	-	43
Debentures	4,500	11,500	-	16,000
Long-term liabilities for concession and license fee	124	774	-	898
Total non-derivatives	14,992	15,036	674	30,702

(Unit: Million Baht)

	Separate financial statements			
	As at 31 December 2024			
	Less than 1 year	1 to 5 years	Over 5 years	Total
Non-derivatives				
Short-term loans from related financial institution	1,875	-	-	1,875
Short-term loans from other financial institutions	750	-	-	750
Trade and other payables	3,395	-	-	3,395
Accrued expenses	922	-	-	922
Lease liabilities	74	221	5	300
Long-term loan from other financial institution	2,000	-	-	2,000
Debentures	-	11,500	-	11,500
Long-term liabilities for concession and license fee	114	657	-	771
Total non-derivatives	9,130	12,378	5	21,513

(Unit: Million Baht)

	Separate financial statements			
	As at 31 December 2023			
	Less than 1 year	1 to 5 years	Over 5 years	Total
Non-derivatives				
Trade and other payables	3,042	-	-	3,042
Accrued expenses	750	-	-	750
Lease liabilities	80	184	5	269
Long-term loan from other financial institution	-	2,000	-	2,000
Debentures	4,500	11,500	-	16,000
Long-term liabilities for concession and license fee	122	770	-	892
Total non-derivatives	8,494	14,454	5	22,953

42.3 Fair values of financial instruments

Since the majority of the Group's financial instruments are short-term in nature or carrying interest at rates close to the market interest rates, their fair value is not expected to be materially different from the amounts presented in the statement of financial position, except for the fair value of fixed rate debentures as disclosed in Note 24 to the financial statements.

The methods and assumptions used by the Group in estimating the fair value of financial instruments are as follows:

a) For financial assets and liabilities which have short-term maturities, including cash and cash equivalents, accounts receivable, short-term loans, accounts payable and bank overdrafts and short-term borrowings, the carrying amounts in the statements of financial position approximate their fair value.

b) The fair value of debt securities is generally derived from quoted market prices or by using the yield curve announced by the Thai Bond Market Association or by other relevant bodies.

c) The fair value of fixed rate debentures and long-term liabilities is estimated by discounting expected future cash flow by the current market interest rate of financial instruments with similar terms and conditions.

d) The carrying amounts of long-term loans, carrying interest at rates approximating the market rate, in the statement of financial position approximate their fair value.

e) The fair value of derivatives has been determined using a discounted future cash flow model and a valuation model technique. Most of the inputs used for the valuation are observable in the relevant market, such as spot rates of foreign currencies, yield curves of the respective currencies, interest rate yield curves and commodity price yield curves. The Group considers to counterparty credit risk when determining the fair value of derivatives.

During the current year, there were no transfers within the fair value hierarchy.

43. Promotional privileges

The subsidiaries have received promotional privileges under the Investment Promotion Act B.E. 2520 as approved by the Board of Investment. Subject to the imposed conditions, the significant privileges are as follows:

Detail	Privileged details				
	Thai Agro Energy Public Company Limited	Thai Agro Energy Public Company Limited	Siam City Power Co., Ltd.	INSEE Digital Co., Ltd.	INSEE B.Grimm Solar Company Limited
1. Certificate No.	2078(9)/2551	62-0394-1-04-1-0	59-1306-1-00-1-0	59-1354-1-00-2-0	67-1880-2-00-1-0
2. Certificate date	19 November 2008	22 April 2019	6 October 2016	19 October 2016	4 September 2024
3. Promotional privileges for	Manufacture of ethanol (99.5%)	Manufacture of alcohol	Electric power generator from waste heat of cement production	Development of enterprise software and/or digital content	Electrical solar power generation
4. The significant privileges are:					
4.1 Exemption from corporate income tax on income from the promoted operation.	8 years (expired on 1 April 2020)	3 years (expired on 22 April 2022)	5 years	6 years	8 years
4.2 A fifty percent reduction of the normal rate of corporate income tax on net earnings derived from the promoted activity for a period of five years after the expiration of the corporate income tax exemption period as mentioned in 4.1.	Not granted	Not granted	Granted	Granted	Not granted
4.3 Exemption from income tax on dividends paid from the promoted operation on which the corporate income tax is exempted throughout the corporate income tax exemption period.	8 years	3 years	5 years	6 years	8 years

Detail	Privileged details				
	Thai Agro Energy Public Company Limited	Thai Agro Energy Public Company Limited	Siam City Power Co., Ltd.	INSEE Digital Co., Ltd.	INSEE B.Grimm Solar Company Limited
4.4 Allowance to carry-forward the annual loss from promoted operations incurred during the corporate income tax exemption period to offset with net income incurred thereafter (after exemption period in 4.1).	5 years	5 years	Not granted	Not granted	Not granted
4.5 Exemption from import duty on machinery as approved by the board.	Not granted	Not granted	Granted	Granted	Granted
4.6 Exemption from import duty on raw and essential materials or products used for manufacture for export commencing from the first import date.	1 year	Not granted	Not granted	Not granted	Not granted
4.7 Permission to bring in foreign technician or expertise including his/her spouse and person under his/her patronage to work in the kingdom only position and within the number and period as approved by the board.	Not granted	Not granted	Not granted	Granted	Not granted

During the years ended 31 December 2024 and 2023, the subsidiaries had revenue from manufacturing and sales of electric power and provision of technical services, management and development of data system derived from the promoted operations of Baht 310 million and Baht 318 million, respectively, which were wholly sold and serviced to the related parties.

44. Capital management

The primary objective of the Group's capital management is to ensure that it has an appropriate capital structure in order to support its business and maximise shareholder value, including compliance with financial covenants as stipulated in agreements of credit facilities and debentures. The Group complied with the financial covenants throughout the reporting period.

As at 31 December 2024, the Group's debt-to-equity ratio was 0.91:1 (2023: 1.06:1) and the Company's was 0.58:1 (2023: 0.60:1).

45. Events after the reporting period

45.1 Dividend income from subsidiaries

45.1.1 On 6 February 2025, the meeting of the Board of Directors of Siam City Power Co., Ltd. ("a subsidiary") passed a resolution to approve additional dividend for 2024 of Baht 5.20 per share, totaling Baht 104 million. The Company will record the dividend income from the subsidiary in the first quarter of 2025.

45.1.2 On 10 February 2025, the meeting of the Board of Directors of Siam City Cement (Lanka) Co., Ltd. ("a subsidiary") passed a resolution to approve the payment of a final dividend for 2024 of LKR 12.82 per share, totaling LKR 2,123 million. The Company will record the dividend income from the subsidiary of LKR 2,103 million or approximately Baht 245 million in the first quarter of 2025.

45.1.3 On 12 February 2025, the meeting of the Members' Council of Siam City Cement (Vietnam) Limited ("a subsidiary") approved the payment of a final dividend for 2024 of VND 166,645 million. The Company will record the dividend income from the subsidiary of VND 108,320 million or approximately Baht 145 million in the first quarter of 2025.

45.2 Proposed dividends of the Company

On 27 February 2025, the meeting of the Company's Board of Directors approved to pay a final dividend for 2024 of Baht 7 per share, totaling Baht 2,086 million. Thus, including the interim dividend of Baht 4 per share, the total dividend payment for 2024 amounted to Baht 11 per share. The final dividend of Baht 2,086 million will be paid in May 2025. However, such dividend payment is subject to the approval of the Annual General Meeting of the Company's shareholders to be held on 30 April 2025.

46. Reclassification

The Group reclassified the following amounts in the income statements for the year ended 31 December 2023 to conform with the current period's classification.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	As reclassified	As previously reported	As reclassified	As previously reported
Cost of sales	31,115,531	30,912,713	16,731,712	16,553,815
Administrative expenses	1,892,228	2,095,046	1,392,861	1,570,758

The reclassifications had no effect to previously reported profit or shareholders' equity.

47. Approval of financial statements

These financial statements were authorised for issue by the Company's Board of Directors on 27 February 2025.

Management Discussion and Analysis

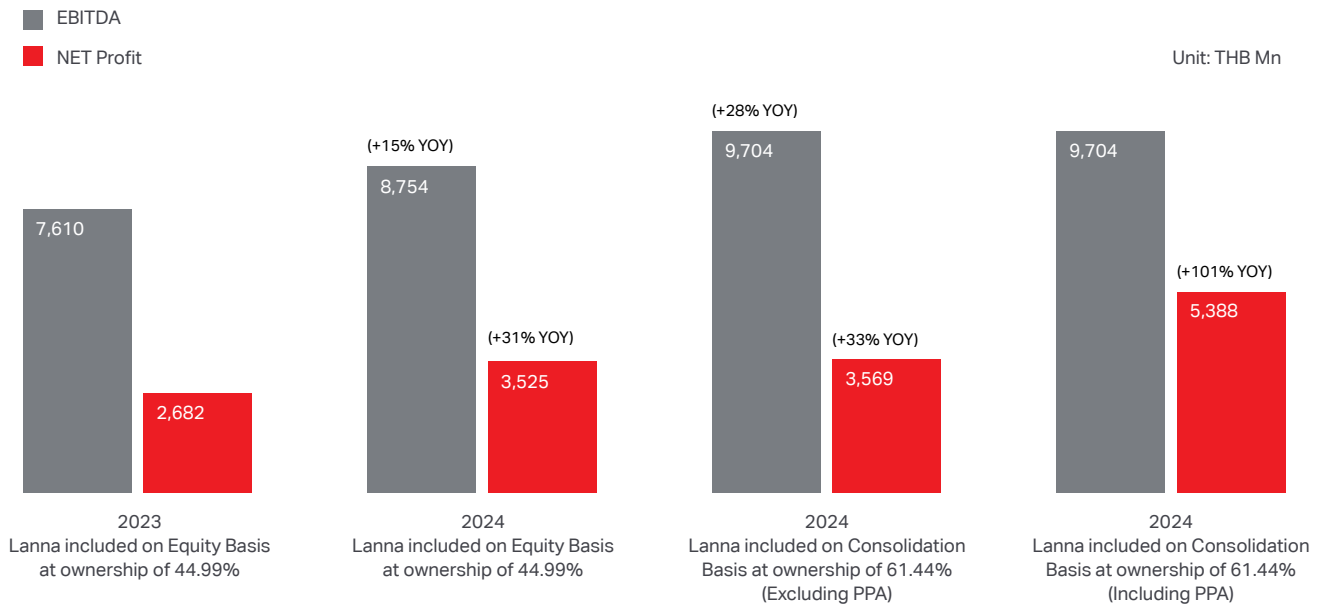
The following management discussion and analysis is intended to provide the reader with sufficient business insight to understand the financial performance of the Company and should be read in conjunction with our financial statements and the accompanying notes.

In Q4/2024, after completing the Mandatory Tender Offer, SCCC fully integrated Lanna Resources Public Company Limited (LANNA). The recognition of LANNA's financial performance changed from the equity method at 44.99% shareholding to full consolidation as a subsidiary at 61.44% shareholding. As a result, SCCC's 2024 consolidated financial statements now include LANNA's performance, along with a one-time gain (including amortization) of THB 1,819 million from the Purchase Price Allocation (PPA) as required by the accounting standards.

Key Highlights

- Like-for-like EBITDA and net profit (LANNA at 44.99%) rose 15% and 31% YoY, driven by SCCC's strong performance and efficiency gains from the FIT+ program.
- With LANNA fully consolidated at 61.44%, EBITDA grew 28% YoY, while net profit rose 33% YoY to THB 3,569 million, driven by SCCC's strong performance of THB 3,382 million and THB 187 million from LANNA's consolidation.
- With a one-time PPA gain of THB 1,819 million from recognizing LANNA's net assets in Q4/2024, net profit surged 101% YoY to THB 5,388 million.

SCCC's EBITDA and NET Profit Calculated on an Equity Basis (44.99% Ownership) and Consolidation Basis (61.44% ownership) of LANNA



Remark: The PPA (Purchase Price Allocation) is due to the gain from the recognition of net assets upon the consolidation of LANNA.

- Strong cash generation, ending 2024 with THB 3,342 million after dividend payments totaling THB 11 per share of THB 3,278 million, debenture redemptions of THB 4,500 million, and capital expenditures of THB 2,177 million for land, plant upgrades, and infrastructure.
- The 2024 interim dividend of THB 4 per share and the proposed final dividend of THB 7 per share will result in a total dividend of THB 11 per share, reflecting a payout ratio of 61% (93% excluding the one-time LANNA gain) and a dividend yield of 6.73%.

Analysis of Financial Performance

Revenues

(Unit : THB Million)

	For the year ended December 31				
	2024	**2023**	**+/-**	**% change**	**2022**
Revenues					
Net sales	43,790	42,218	1,572	4%	50,126
Gain on exchage	28	369	(341)	-92%	-
Other income	2,272	210	2,062	982%	166
Total Revenues	**46,090**	**42,797**	**3,293**	**8%**	**50,292**

SCCC Group's net sales increased, driven by Vietnam's market recovery, which benefitted from accelerated public investment disbursements and the Company's go-to-market initiatives. In Sri Lanka, a more favorable economic environment, supported by IMF assitance and eased monetary policy, contributed to stronger demand. This positive momentum fully mitigated Thailand's soft cement market, where infrastructure activity declined due to delays in government budget disbursements, while the residential sector remained sluggish amid low purchasing power and high household debt.

Additionally, other income was bolstered by a one-time PPA gain (net of amortization) of THB 1,819 million from recognizing LANNA's net assets in Q4/2024 consolidation. As a result, the Group's revenue improved 8 percent to THB 46,090 million.

Expenses

(Unit : THB Million)

	For the year ended December 31				
	2024	**2023**	**+/-**	**% change**	**2022**
Expenses					
Cost of sales and services	30,774	31,696	(922)	-3%	36,923
Selling and distribution expenses	6,232	5,833	399	7%	7,761
Administrative expenses	1,853	1,892	(39)	-2%	1,764
Other expenses	177	310	(133)	-43%	1,281
Total expenses	**39,036**	**39,731**	**(695)**	**-2%**	**47,729**

Remark: The cost of sales and services, as well as administrative expenses in previous periods, were reclassified to conform with the current period's classification

Internal costs have continued to benefit from ongoing initiatives since 2023 to optimize structural costs, further supported by lower energy costs from a decline in average coal prices and electricity tariffs. As a result, the overall cost of sales and services decreased.

Additionally, reduced transportation costs contributed to lower selling and distribution expenses. Through continuous structural cost optimization, combined with favorable external factors, total expenses declined to THB 39,036 million, representing a 2% reduction compared to the previous year.

Depreciation, Interest and Tax

(Unit : THB Million)

	For the year ended December 31				
	2024	**2023**	**+/-**	**% change**	**2022**
Depreciation, Finance cost and Tax					
Depreciation and amortization	3,783	3,410	373	11%	3,728
Finance cost	1,159	1,300	(141)	-11%	1,090
Income tax expenses	1,173	572	601	105%	1,119

An 11 percent YoY rose in depreciation and amortization expenses, primarily due to the additional amortization of mining property assets measured at fair value following the LANNA consolidation.

Finance costs primarily reflected interest expenses on loans from financial institutions and debentures, along with fees related to trade financing to facilitate international trade activities. The decline in finance costs was driven mainly by the redemption of THB 4,500 million in debentures.

Income tax expenses amounted to THB 1,173 million, reflecting an increase from the previous year due to the company's higher profitability.

Analysis of Business Segments

(Unit : THB Million)

	For the year ended December 31				
	2024	**2023**	**+/-**	**% change**	**2022**
Net Sales					
Cement	28,209	28,445	(236)	-1%	34,077
Concrete and Aggregates	6,951	7,235	(284)	-4%	6,400
Waste Management and Industrial Services	1,583	1,093	490	45%	1,138
Light Building Materials	2,787	3,204	(417)	-13%	2,860
Energy	4,241	-	4,241	100%	-
Others	19	2,241	(2,222)	-99%	5,651
Total Net Sales by segment	**43,790**	**42,218**	**1,572**	**4%**	**50,126**

(Unit : THB Million)

	For the year ended December 31				
	2024	**2023**	**+/-**	**% change**	**2022**
EBITDA					
Cement	6,962	5,830	1,132	19%	7,531
Concrete and Aggregates	595	481	114	24%	310
Waste Management and Industrial Services	607	577	30	5%	485
Light Building Materials	423	377	46	12%	222
Energy	1,095	-	1,095	100%	-
Others	261	382	(121)	-32%	521

Remark: EBITDA by segment is presented before intersegment elimination

(Unit : THB Million)

	For the year ended December 31				
	2024	**2023**	**+/-**	**% change**	**2022**
Net Profit					
Cement	4,672	2,926	1,746	60%	4,540
Concrete and Aggregates	150	9	141	1567%	(146)
Waste Management and Industrial Services	362	355	7	2%	283
Light Building Materials	110	100	10	10%	(80)
Energy	305	-	305	100%	-
Others	29	78	(49)	-63%	227

Remark: Net profit by segment is presented before intersegment elimination

The Cement Segment revenue declined 1 percent to THB 28,209 million, primarily due to lower overall selling prices. However, this was partially offset by higher overall sales volumes. In Thailand, domestic cement consumption was impacted by delays in government budget implementation, weak purchasing power, and high household debt. While Bangladesh faced challenges from political instability and unusually high rainfall. However, this impact was partially offset by the rebound of cement demand in Vietnam, which gained momentum from go-to-market initiatives and increased public investment. In Sri Lanka, demand strengthened amid an improved macroeconomic environment, IMF support, and eased monetary policy. Despite softer revenue performance, the segment benefited from cost optimization initiatives more than offsetting the revenue decline, leading to an increase in both EBITDA and net profit for the segment.

The Concrete and Aggregate Segment was impacted by sluggish demand in the residential sector due to a high inventory of unsold units, heavy rains, and flooding in upcountry areas. This led to a 4% decline in revenue to THB 6,951 million. However, lower overall costs, particularly in raw materials, resulted in a significant increase in both EBITDA and net profit.

The Waste Management and Industrial Services Segment recorded revenue of THB 1,583 million, marking a 45 percent increase compared to the previous year. Growth was driven by the rising adoption of circular economy practices and sustainable development initiatives, leading to a higher number of projects. However, increased production and raw material costs impacted EBITDA and net profit.

The Light Building Material Segment generated revenue of THB 2,787 million, reflecting a 13 percent decline due to weakened domestic demand in the housing sector in both low-rise and high-rise segments. This was influenced by high household debt, elevated loan rejection rates, heavy rains, floodings, and an oversupply in the market. However, a reduction in overall costs, particularly in raw materials and fixed costs, contributed to an improvement in both EBITDA and net profit.

The newly established Energy Segment recorded revenue of THB 4,241 million. Q4/2024 was the first quarter of LANNA's consolidation following SCCC's increased shareholding from 44.99% to 61.44%, enhancing profitability, thermal material security, and financial strength. The segment achieved a strong EBITDA margin, supported by a favorable cost structure.

The Other Segment, comprising IT Services and Trading, reported revenue of THB 19 million, reflecting a 99 percent decline from the previous year as Trading operations transferred to the cement business at the beginning of 2024. IT services, solely supporting the SCCC Group, underwent cost optimizations, lowering standalone profitability but improving overall Group performance.

Analysis of Financial Position

	Unit	2024	2023	2022
Accounts receivable turnover	Times	8.06	8.41	10.07
Days receivable outstanding	Days	45	43	36
Inventory turnover	Times	7.78	5.61	6.18
Days inventory	Days	47	65	59
Accounts payable turnover	Times	4.87	4.64	5.42
Days payable outstanding	Days	75	79	67

Remark: The prior periods were reclassified to align with the current year's financial statement classification.

Net Working Capital

Due to more efficient inventory management and a lower inventory balance, inventory turnover rose from 5.61 to 7.78 times. Accounts Payable Turnover increased from 4.64 to 4.87 times, reflecting higher average accounts payable balance. There was a decrease in Accounts Receivable Turnover from 8.41 times to 8.06 times due to a higher average accounts receivable balance. Nonetheless, overall net working capital for the current year was negatively impacted by the consolidation of LANNA, as the nature of its business resulted in a relatively high level of associated current assets.

Key Financial Assets

Property, Plant and Equipment, Intangible Assets, and Mining Properties (Net)

(Unit : THB Million)

	As of December 31				
	2024	2023	+/-	% change	2022
Property, plant and equipment	28,554	24,924	3,630	15%	26,519
Intangible assets	8,087	7,083	1,004	14%	7,191
Mining properties	5,362	-	5,362	100%	-
Other non-current assets	360	369	(9)	-2%	390

Capital expenditures (CAPEX) for property, plant and equipment during the period was THB 2,689 million.

Some of the key CAPEX projects during 2024 are as follows.

- INDG SAP S4 HANA upgrade of THB 237 million
- Saraburi Purchase material reserve land of THB 137 million
- Saraburi Plant 2 Replace Gas Insulated Substation of THB 86 million
- SCCO Suphanburi Genuine Manufactured Sand plant of THB 80 million
- Vietnam Kiln line 2 of THB 79 million
- SCCO New plant of THB 70 million
- SCCO Suphanburi overburden stripping of THB 43 million
- CWT Install coating line no.5 of THB 39 million

Depreciation expense for the year amounted to THB 2,490 million, while the loss on disposal and write-off of assets during the year was THB 64 million. Since the overseas business units operated under different functional currencies, they were subjected to currency translation into Thai Baht. Due to the depreciation of the foreign exchange rate over the year, a foreign exchange loss of THB 43 million was incurred from the currency translation of Property, Plant and Equipment of overseas subsidiaries into Thai Baht.

Intangible assets consisted of mining concessions, computer software, customer relationships, brands, etc. Amortization charges for the year amounted to THB 469 million, while the gain from currency translating intangible assets of overseas subsidiaries into Thai Baht amounted to THB 286 million. Additionally, the amortization expense for mining properties from overseas subsidiaries of group LANNA amounted to THB 414 million, with a currency translation gain of THB 283 million.

Funding

As at 31 December 2024, the capital structure of the Group consisted of net financial debt, including lease liabilities, at THB 14,416 million (gross financial debt amount of THB 19,831 million and net of cash and cash equivalents amount of THB 5,415 million) and shareholders' equity of THB 42,769 million.

This represented an interest bearing debt-to-equity ratio of 0.46 times, which decreased from the prior year (2023: 0.48 times) mainly due to lower outstanding debenture.

Short-Term and Long-Term Debt

The gross financial debt included debentures comprising a series of unsubordinated and unsecured debentures with varying maturities. These have been prudently distributed across different years to mitigate concentration risk, as detailed below:

Issued date	Amount THB Million	Due date
29 April 2016	2,000	Y2026
9 May 2017	9,500	Y2027, Y2029

The proceeds of the debenture were primarily utilized to finance the acquisitions of overseas businesses in recent years. In addition, the Group carried long-term loans from financial institutions and lease liabilities amounting to THB 1,244 million and short-term loans, including the current portion of long-term loan and lease liabilities of THB 7,095 million.

Shareholder's Equity

As at 31 December 2024, shareholders' equity stood at THB 42,769 million (compared to THB 33,848 million in 2023). This figure comprises accumulated reserves, share premium, and retained earnings totaling THB 43,983 million, offset by a negative currency translation adjustment of THB 9,285 million. Non-controlling interests in subsidiaries amounted to THB 8,071 million.

Analysis of Cash Flow Statement

The Group reported a cash and cash equivalent balance of THB 5,415 million as at 31 December 2024, ensuring sufficient liquidity for the operations. Net cash generated from operating activities amounted to THB 8,231 million, indicating an increase compared to the previous year (2023: THB 5,804 million), primarily attributed to the THB 3,787 million rise in profit before tax from stronger operational performance.

Net cash outflows from investing activities amounted to THB 1,197 million (2023: THB 46 million), mainly from THB 2,174 million in the acquisitions of property plant and equipment, which was partially offset by net cash inflows from investing in subsidiaries (LANNA) of THB 765 million.

Net cash outflows from financing activities of THB 7,466 million (2023: THB 3,218 million) was primarily from the redemption of debentures of THB 4,500 million and dividend payments totaling THB 3,534 million during this year.

Sustainability

We remain committed to reducing carbon intensity in our products, aligning with the goals outlined in our "Sustainability Ambition 2030" commitments and the guidelines set forth by the Global Cement and Concrete Association (GCCA).

As part of our ESG-based investments in 2024, we established INSEE B.Grimm Solar Company Limited through a joint investment with the B.Grimm Group to commercially support renewable solar energy in Thailand. Our rooftop and ground-mounted solar project is progressing well and is scheduled for completion by April 2025, with an expected electricity generation capacity of 83 MW by September 2025. This initiative targets a carbon reduction of 54,000 tons annually, contributing to our goal of sourcing 50% of our energy from clean energy sources by 2030.

Additionally, we introduced new low-carbon products in Thailand, including INSEE Petch Ngarn Thang Luang, which features a market-leading clinker factor of 69.4 percent, the lowest for road applications, offering over 20 percent lower carbon emissions compared to Portland cement Type 1. Other new products include Blue Globe low-carbon cement for structural work, Green Globe low-carbon cement for bricklaying and plastering, and INSEE DUM, a high early strength low-carbon cement. In Bangladesh, we launched INSEE ECO Plus+, a low-carbon cement designed for durable construction in coastal regions.

In 2024, the Group achieved a Thermal Substitution Rate (TSR) of 28.6 percent, marking an improvement from 21.2 percent in 2023. Additionally, we have effectively reduced the clinker factor to 69.7 percent, down from 72.6 percent in 2023. These milestones highlight our ongoing progress toward reducing CO_2 emissions in line with our sustainability targets.

Innovation and collaborative partnerships with key stakeholders are central to the Group's mission, with a strong focus on driving impactful sustainable development initiatives. The Group remains committed to social responsibility, ensuring the protection of human rights in accordance with the Group HR Policy and supporting neighboring communities. We continue to uphold the highest international standards of corporate governance and industry best practices in occupational health and safety.

We consistently prioritize top management attention to our governance approaches and have earned recognition for our ESG efforts from leading organizations in the region, including the Stock Exchange of Thailand, the international EPD system, the Vietnam Confederation of Commerce and Industry (VCCI), and the Vietnam Green Building Council (VGBC).

Outlook

Despite global geopolitical uncertainties, we remain cautiously optimistic, leveraging strategic opportunities across our operating countries. Thailand's construction market is supported by government infrastructure, residential stimulus measures, and manufacturers relocating to Thailand, highlighting its resilience despite high household debt and restricted financing from banks. Vietnam's strong macroeconomic momentum, supported by new land and real estate laws, lower mortgage rates, FDI, and government investments, present long-term growth opportunities despite competitive pricing pressures. Improving sales in retail and industrial segments in Sri Lanka reflects stronger macroeconomic fundamentals and favorable election outcomes. The integration of LANNA into SCCC's portfolio is expected to further strengthen profitability, diversify our business, mitigate industry cyclicality, and expand our energy sector footprint. Our FIT+ initiative continues to drive efficiency, cost reductions, and market share expansion.

Financial Statement

Consolidated Statements of Financial Position

(Unit : THB Million)

	2024		2023		2022	
	Amount	**%**	**Amount**	**%**	**Amount**	**%**
ASSETS						
CURRENT ASSETS						
Cash and cash equivalents	5,415	7%	6,027	9%	3,430	5%
Bank deposit with withdrawal restrictions	989	1%	-	-	-	-
Trade and other receivables	5,753	8%	4,668	7%	4,881	7%
Short-term loans to unrelated party	6	-	15	-	-	-
Derivative assets	-	-	-	-	25	-
Inventories	3,927	5%	3,798	5%	7,290	10%
Other current financial assets	1,731	2%	-	-	-	-
Value added tax refundable	1,220	1%	217	-	224	-
Current tax assets	375	-	2	-	79	-
Advance payments for purchases of goods	394	-	167	-	232	-
Assets held for sale	60	-	38	-	17	-
Other current assets	660	1%	252	1%	347	1%
TOTAL CURRENT ASSETS	**20,530**	**25%**	**15,184**	**22%**	**16,525**	**23%**
NON-CURRENT ASSETS						
Bank deposit with a guarantee obligation	315	-	151	-	11	-
Investment in joint venture	1,574	2%	1,586	2%	2,099	3%
Investments in associates	448	1%	3,831	5%	3,558	4%
Long-term loans to related party	9	-	-	-	-	-
Investment properties	607	1%	519	1%	491	-
Biological assets	23	-	-	-	-	-
Property, plant and equipment	28,554	35%	24,924	36%	26,519	36%
Right-of-use assets	1,350	2%	1,338	2%	1,363	2%
Assets not used in operations	20	-	25	-	30	-
Goodwill	13,030	16%	13,466	19%	13,797	19%
Intangible assets	8,087	10%	7,083	10%	7,191	10%
Mining properties	5,362	6%	-	-	-	-
Deferred tax assets	1,296	2%	1,223	2%	1,379	2%
Other non-current assets	360	-	369	1%	390	1%
TOTAL NON-CURRENT ASSETS	**61,035**	**75%**	**54,515**	**78%**	**56,828**	**77%**
TOTAL ASSETS	**81,565**	**100%**	**69,699**	**100%**	**73,353**	**100%**

Consolidated Statements of Financial Position (continued)

(Unit : THB Million)

	2024		2023		2022	
	Amount	**%**	**Amount**	**%**	**Amount**	**%**
LIABILITIES AND SHAREHOLDERS' EQUITY						
CURRENT LIABILITIES						
Short-term loans from related parties	603	1%	-	-	-	-
Bank overdrafts and short-term loans from other financial institutions	4,030	5%	2,793	4%	2,325	3%
Trade and other payables	7,105	9%	5,527	8%	8,134	11%
Current portion of long-term loans from related financial institution	2,100	3%	-	-	-	-
Current portion of long-term loans from other financial institutions	65	-	43	-	262	-
Current portion of lease liabilities	297	-	341	1%	359	1%
Current portion of debentures	-	-	4,498	6%	-	-
Current portion of long-term liabiities for concession and license fee	94	-	100	-	125	-
Derivative liabilities	6	-	-	-	76	-
Income tax payable	556	1%	175	-	265	-
Deferred revenue	986	1%	779	1%	822	1%
Accrued electricity	248	-	229	-	328	1%
Other accrued expenses	1,768	2%	1,375	2%	1,590	2%
Other current liabilities	483	1%	317	1%	205	-
TOTAL CURRENT LIABILITIES	**18,341**	**23%**	**16,177**	**23%**	**14,491**	**19%**

Consolidated Statements of Financial Position (continued)

(Unit : THB Million)

	2024		2023		2022	
	Amount	%	Amount	%	Amount	%
NON-CURRENT LIABILITIES						
Long-term loans from related financial institution - net of current portion	100	-	2,000	3%	2,000	3%
Long-term loans from other financial institutions - net of current portion	44	-	-	-	48	-
Lease liabilities - net of current portion	1,100	1%	1,020	2%	978	2%
Debentures - net of current portion	11,492	14%	11,489	17%	15,983	22%
Long-term liabilities for concession and license fee - net of current portion	608	1%	701	1%	802	1%
Provision for long-term employee benefits	2,761	3%	2,342	3%	2,398	3%
Provision for site restoration and decommissioning costs	560	1%	356	1%	357	1%
Deferred tax liabilities	3,718	5%	1,684	2%	1,703	2%
Other non-current liabilities	72	-	82	-	91	-
TOTAL NON-CURRENT LIABILITIES	**20,455**	**25%**	**19,674**	**29%**	**24,360**	**34%**
TOTAL LIABILITIES	**38,796**	**48%**	**35,851**	**52%**	**38,851**	**53%**
SHAREHOLDERS' EQUITY						
Share capital						
Registered						
298,000,000 ordinary shares of Baht 10 each	2,980	-	2,980	-	2,980	-
Issued and fully paid up						
298,000,000 ordinary shares of Baht 10 each	2,980	4%	2,980	4%	2,980	4%
Share premium	26,413	32%	26,413	38%	26,413	36%
Retained earnings						
Appropriated - statutory reserve	300	-	300	-	300	-
Unappropriated	14,290	18%	12,279	18%	12,377	17%
Other components of shareholders' equity	(9,285)	(12%)	(8,991)	(13%)	(8,830)	(12%)
Equity attributable to owners of the Company	34,698	42%	32,981	47%	33,240	45%
Non-controlling interests of the subsidiaries	8,071	10%	867	1%	1,262	2%
TOTAL SHAREHOLDERS' EQUITY	**42,769**	**52%**	**33,848**	**48%**	**34,502**	**47%**
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	**81,565**	**100%**	**69,699**	**100%**	**73,353**	**100%**

Consolidated Income Statements and Consolidated Statements of Comprehensive Income

(Unit : THB Million)

	2024		2023		2022	
	Amount	**%**	**Amount**	**%**	**Amount**	**%**
Revenues						
Revenues	43,790	95%	42,218	99%	50,126	100%
Gain on exchange	28	-	369	1%	-	-
Other income	2,272	5%	210	-	166	-
Total Revenues	**46,090**	**100%**	**42,797**	**100%**	**50,292**	**100%**
Expenses						
Cost of sales	30,061	65%	31,116	73%	36,270	72%
Cost of services	713	2%	580	1%	653	1%
Selling and distribution expenses	6,232	14%	5,833	14%	7,761	15%
Administrative expenses	1,853	4%	1,892	4%	1,764	4%
Other expenses	177	-	310	1%	1,281	2%
Total expenses	**39,036**	**85%**	**39,731**	**93%**	**47,729**	**94%**
Operating profit	**7,054**	**15%**	**3,066**	**7%**	**2,563**	**6%**
Share of profit from investment in joint venture	190	-	253	1%	237	-
Share of profit from investments in associates	603	1%	958	2%	1,290	2%
Finance income	163	-	86	-	86	-
Finance cost	(1,159)	(3%)	(1,299)	(3%)	(1,090)	(2%)
Profit before income tax	**6,851**	**15%**	**3,064**	**7%**	**3,086**	**6%**
Income tax expenses	(1,173)	(2%)	(572)	(1%)	(1,119)	(2%)
Profit for the year	**5,678**	**12%**	**2,492**	**6%**	**1,967**	**4%**
Profit attributable to:						
Equity holders of the Company	5,388	12%	2,682	6%	1,857	4%
Non-controlling interests of the subsidiaries	290	1%	(190)	-	110	-
	5,678	**12%**	**2,492**	**6%**	**1,967**	**4%**
Basic earnings per share						
Profit attributable to equity holders of the Company (Baht)	18.08		9.00		6.23	
Weighted average number of ordinary shares (Million shares)	298		298		298	

Consolidated Income Statements and Consolidated Statements of Comprehensive Income (continued)

(Unit : THB Million)

	2024	2023	2022
Profit for the year	**5,678**	**2,492**	**1,967**
Other comprehensive income:			
Other comprehensive income to be reclassified to profit or loss in subsequent periods			
Exchange differences on translation of financial statements in foreign currency	17	(190)	(4,024)
Gain on cash flow hedge - net of tax	-	-	5
Share of other comprehensive income of joint venture and associated companies - exchange differences on translation of financial statements in foreign currency	(192)	(53)	229
Other comprehensive income to be reclassified to profit or loss in subsequent periods	(175)	(243)	(3,790)
Other comprehensive income not to be reclassified to profit or loss in subsequent periods			
Actuarial gain (loss) - net of tax	(105)	(97)	112
Share of other comprehensive income of associated companies - actuarial gain (loss)	3	(1)	-
Other comprehensive income not to be reclassified to profit or loss in subsequent periods	(102)	(98)	112
Other comprehensive income for the year	**(277)**	**(341)**	**(3,678)**
Total comprehensive income for the year	**5,401**	**2,151**	**(1,711)**
Total comprehensive income attributable to:			
Equity holders of the Company	4,995	2,423	(1,791)
Non-controlling interests of the subsidiaries	406	(272)	80
	5,401	**2,151**	**(1,711)**

Consolidated Statements of Cash Flows

(Unit : THB Million)

	2024		2023		2022	
	Amount	**%**	**Amount**	**%**	**Amount**	**%**
Cash flows from operating activities						
Profit before tax	6,851	100%	3,064	100%	3,086	100%
Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities:						
Share of profit from investment in joint venture and associated companies	(793)	(12%)	(1,211)	(40%)	(1,527)	(49%)
Gain on bargain purchase	(1,890)	(28%)	-	-	-	-
Depreciation and amortization	3,783	55%	3,410	111%	3,728	121%
Impairment loss on financial assets (reversal)	4	-	(11)	-	53	2%
Reduction of inventory to net realisable value (reversal)	17	-	(13)	-	29	1%
Unrealised gain on change in value of other current financial assets	-	-	-	-	-	-
Write-off of value added tax refundable and prepaid income tax	(3)	-	-	-	-	-
Loss on disposal of non-current assets held for sale	-	-	2	-	-	-
Loss on write-off of deferred stripping costs	90	1%	-	-	-	-
Allowance for impairment loss on non-financial assets (reversal)	(8)	-	127	4%	-	-
Net loss on disposals/write-off of non-financial assets	64	1%	150	5%	89	3%
Provision for long-term employee benefits and other provisions	255	4%	216	7%	174	6%
Provision for site restoration and decommissioning costs	46	1%	-	-	-	-
Amortisation of deferred income from grants related to assets	(9)	-	(9)	-	(9)	-
Net (gain) loss on derivative instruments at fair value through profit or loss	(6)	-	(50)	(2%)	50	2%
Unrealised (gain) loss on exchange	(3)	-	(288)	(9%)	502	16%
Finance income	(163)	(2%)	(86)	(3%)	(86)	(3%)
Interest expenses	947	14%	1,095	36%	916	30%
Profit from operating activities before changes in operating assets and liabilities	**9,182**	**134%**	**6,396**	**209%**	**7,005**	**229%**

Consolidated Statements of Cash Flows (continued)

(Unit : THB Million)

	2024		2023		2022	
	Amount	**%**	**Amount**	**%**	**Amount**	**%**
Operating assets decrease (increase):						
Trade and other receivables	479	7%	257	8%	(571)	(19%)
Inventories	441	6%	3,648	119%	(3,416)	(111%)
Value added tax refundable	(197)	-	-	-	-	-
Advance payments for purchases of goods	(109)	(2%)	89	3%	(232)	(8%)
Other current assets	(26)	-	82	3%	(29)	(1%)
Operating liabilities increase (decrease):						
Trade and other payables	463	7%	(2,507)	(82%)	2,956	96%
Accrued expenses and other current liabilities	(56)	(1%)	(264)	(9%)	72	2%
Other non-current liabilities	(1)	-	-	-	(1)	-
Provision for long-term employee benefits	(136)	(2%)	(409)	(13%)	(91)	(3%)
Provision for site restoration	(29)	-	(5)	-	(10)	-
Cash from operating activities	**10,011**	**149%**	**7,287**	**238%**	**5,683**	**185%**
Interest received	169	2%	82	3%	82	2%
Interest paid	(800)	(12%)	(973)	(32%)	(773)	(25%)
Cash received from tax refund	10	-	78	3%	-	-
Cash paid for income tax	(1,159)	(17%)	(670)	(22%)	(848)	(27%)
Net cash from operating activities	**8,231**	**122%**	**5,804**	**190%**	**4,144**	**135%**

Consolidated Statements of Cash Flows (continued)

(Unit : THB Million)

	2024		2023		2022	
	Amount	**%**	**Amount**	**%**	**Amount**	**%**
Cash flows from investing activities						
Increase in investments in fixed deposits	(204)	(3%)	-	-	-	-
Net decrease in short-term loans to unrelated parties	9	-	-	-	-	-
Decrease (increase) in restricted bank deposits	137	2%	(141)	(4%)	(1)	-
Proceeds from disposals of non-current assets held for sale	13	-	13	-	-	-
Proceeds from disposals of investment properties	16	-	4	-	11	-
Proceeds from disposals of property, plant and equipment	46	1%	8	-	6	-
Acquisitions of property, plant and equipment	(2,174)	(32%)	(1,316)	(43%)	(1,804)	(58%)
Cash paid for acquisition of right-of-use assets	-	-	-	-	(64)	(2%)
Increase in intangible assets	(264)	(4%)	(29)	(1%)	(28)	(1%)
Acquisitions of biological asset	(1)	-	-	-	-	-
Cash receipt from capital reduction of joint venture	-	-	504	16%	-	-
Net cash increase (decrease) from investing in subsidiaries	765	11%	-	-	-	-
Decrease (increase) in other non-current assets	(275)	(4%)	18	1%	20	1%
Dividend received	735	11%	893	29%	886	29%
Net cash from (used in) investing activities	**(1,197)**	**(15%)**	**(46)**	**(2%)**	**(974)**	**(31%)**

Consolidated Statements of Cash Flows (continued)

(Unit : THB Million)

	2024		2023		2022	
	Amount	%	Amount	%	Amount	%
Cash flows from financing activities						
Net increase in short-term loans from related financial institutions	114	2%	-	-	-	-
Net increase (decrease) in bank overdrafts and short-term loans from other financial institutions	929	14%	515	17%	(529)	(17%)
Increase in long-term loans from related financial institution	-	-	-	-	2,000	64%
Increase in long-term loans from other financial institutions	-	-	-	-	105	3%
Repayment of long-term loans from other financial institutions	(63)	(1%)	(265)	(9%)	(7,310)	(237%)
Cash paid for redemption of debentures	(4,500)	(66%)	-	-	-	-
Payment of lease liabilities	(462)	(7%)	(502)	(16%)	(490)	(16%)
Payment of liabilities for acquisitions of concession and license fee	(124)	(2%)	(154)	(5%)	(153)	(5%)
Dividend paid	(3,534)	(52%)	(2,804)	(92%)	(3,013)	(98%)
Cash paid for repurchase of subsidiary's share capital	(1)	-	(1)	-	-	-
Proceeds from call for additional paid-up capital of subsidiary	188	3%	-	-	-	-
Interest paid	(13)	-	(7)	-	(107)	(3%)
Net cash used in financing activities	**(7,466)**	**(109%)**	**(3,218)**	**(105%)**	**(9,497)**	**(309%)**
Increase (decrease) in translation adjustments	**(198)**	**(3%)**	**47**	**2%**	**103**	**3%**
Net increase (decrease) in cash and cash equivalents	**(630)**	**(9%)**	**2,587**	**85%**	**(6,224)**	**(202%)**
Cash and cash equivalents at beginning of year	6,027	88%	3,430	112%	9,662	313%
Effect of change in foreign exchange rate on cash at banks	18	-	10	-	(8)	-
Cash and cash equivalents at end of year	**5,415**	**79%**	**6,027**	**197%**	**3,430**	**111%**

Consolidated Statements of Cash Flows (continued)

(Unit : THB Million)

	2024		2023		2022	
	Amount	**%**	**Amount**	**%**	**Amount**	**%**
Supplemental disclosures of cash flows information:						
Non-cash related transactions from investing activities:						
Payables from acquisitions of property, plant, and equipment	949		165		279	
Transferred assets not used in operations to property, plant and equipment	3		-		-	
Transferred investment properties to property, plant and equipment	24		5		-	
Transferred property, plant and equipment to assets held for sale	24		38		-	
Transferred property, plant and equipment to investment properties	10		37		5	
Transferred property, plant and equipment to intangible assets	26		4		4	
Transferred property, plant and equipment to deferred coal mining project expense	21		-		-	
Transferred intangible assets to property, plant, and equipment	-		-		53	
Transferred inventories to property, plant and equipment	10		53		-	
Increase (decrease) in property, plant, and equipment from provision for site restoration and decommissioning costs	7		4		(10)	
Increase in right-of-use assets from provision for decommissioning costs	5		-		2	
Increase in intangible assets from long-term liabilities for concession and license fee	-		1		3	

Consolidated Statements of Cash Flows (continued)

(Unit : THB Million)

	2024		2023		2022	
	Amount	**%**	**Amount**	**%**	**Amount**	**%**
Non-cash related transactions from financing activities:						
Acquisitions of right-of-use assets under lease contracts	222		354		200	
Increase (decrease) in assets and liabilities from lease reassessment/modification						
- Right-of-use assets	137		58		136	
- Lease liabilities	141		52		137	
- Provision for decommissioning costs	(5)		(8)		-	

Financial Ratio of Siam City Cement Public Company Limited and its subsidiaries

	Unit	2024	2023	2022
Liquidity ratios				
Current ratio	Times	1.12	0.94	1.14
Quick ratio	Times	0.66	0.66	0.57
Cash flows from operating activities to current liabilities ratio	Times	0.48	0.38	0.24
Accounts receivable turnover	Times	8.06	8.41	10.07
Days receivable outstanding	Days	45	43	36
Finished good turnover	Times	22.48	19.02	24.86
Days Finished good outstanding	Days	16	19	15
Inventory turnover	Times	7.78	5.61	6.18
Days inventory outstanding	Days	47	65	59
Accounts payable turnover	Times	4.87	4.64	5.42
Days payable outstanding	Days	75	79	67
Cash cycle	Days	17	29	28

Financial Ratio of Siam City Cement Public Company Limited and its subsidiaries (continued)

	Unit	2024	2023	2022
Profitability ratios				
Gross profit margin	%	30	25	26
Operating profit margin	%	12	7	8
Other profit margin	%	4.61	0.63	-2.22
Cash flows from operating activities on net income margin	%	161	194	109
Net income margin	%	12	6	4
Return on shareholders' equity	%	14	8	5
Efficiency ratios				
Return on assets	%	7	4	2
Return on fixed assets	%	28	20	17
Total assets turnover	Times	0.61	0.60	0.65
Financial policy ratios				
Debt - to - equity ratio	Times	0.91	1.06	1.13
Interest coverage ratio	Times	11.94	7.76	10.30
Interest bearing debt to EBITDA ratio	Times	2.04	2.92	2.42
Debt service coverage ratio	Times	1.37	0.99	3.08
Dividend payout ratio on net profit	%	61	78	144

Attachment 1

Information of the Board of Directors, Executives, Group Chief Financial Officer, Chief Accountant, and Company Secretary

"Attachment 1"

Information of the Board of Directors, Executives, Group Chief Financial Officer,

Chief Accountant, and Company Secretary

Director and Executives Information

Name	Mr. Paul Heinz Hugentobler
Age	75 years
Position	Chairman of the Board of Directors
Appointed since	13 August 1998
Company's shareholding ratio (%) as of 31 Dec 2024	0%
Family relationship among executives	NIL
Education	Certificate: - International Senior Management Program, Harvard Business School, U.S. Master Degree: - Lic.oec.HSG, Graduated School, St. Gallen, Switzerland Bachelor Degree: - B.S.C. in Civil Engineering, Swiss Federal Institute of Technology, Zurich, Switzerland
Work Experience 5-year credential	Listed Company Siam City Cement Public Company Limited/ Cement Producer and Construction Materials Mar 2017 – Present: Chairman of the Board of Directors Jul 2014 – Present: Chairman of Nomination and Compensation Committee Jul 2014 – May 2017: Member of Governance and Risk Committee 2001 – Mar 2017: Vice Chairman Lanna Resources Public Company Limited/ Coal Mining 2000 – 2024: Director Other Company JK Cement Limited / Cement Producer (registered in India) 2014 – Present: Independent Director

Dalmia Bharat Limited / Cement Producer (registered in India)

2014 – Present Independent Director

Conwood Company Limited (Subsidiary)/ Construction Material

Jan 2023 – Oct 2023 Chairman

INSEE Superblock Company Limited (Subsidiary)/ Light-Weight Concrete Products

Jan 2023 – Oct 2023 Chairman

PT Conwood Indonesia Company Limited (Subsidiary)/ Architectural and Decorative Building Materials Producer (Registered in Indonesia)

Jan 2023 – Oct 2023 Chairman

Siam City Concrete Company Limited (Subsidiary)/ Ready-mixed Concrete and Aggregates

Jul 2017 – May 2019 Chairman

Siam City Cement (Vietnam) Limited (Subsidiary)/ Cement Manufacturing (Registered in Vietnam)

Apr 2017 – May 2019 Chairman

Siam City Cement Trading Company Limited (Subsidiary)/ Cement and Raw Material Trading

Mar 2017 – May 2019 Chairman

Siam City Cement (Bangladesh) Limited (Subsidiary)/ Cement Manufacturing (Registered in Bangladesh)

Mar 2016 – May 2019 Chairman

Siam City Cement (Lanka) Limited (Subsidiary)/ Cement Manufacturing (Registered in Sri Lanka)

Aug 2016 – May 2019 Chairman

Chip Mong INSEE Cement Corporation/ Cement Producer (Registered in Cambodia)

Dec 2015 – May 2019 Director

Holcim Company Limited/ Cement Producer

2002 – Feb 2014 Member of the Executive Committee

Training Experience

INSEAD, Fontainebleau, France:

2015 Leading from the Chair

Name	Ms. Nopporn Tirawattanagool
Age	70 years
Position	Director
Appointed since	23 April 2012
Company's shareholding ratio (%) as of 31 Dec 2024	0%
Family relationship among executives	NIL
Education	**Master Degree:** - Master of Accounting, Thammasat University **Bachelor Degree:** - Bachelor of Business Administration (in Accounting), Thammasat University
Work Experience 5-year credential	**Listed Company** **Siam City Cement Public Company Limited/ Cement Producer and Construction Materials** Apr 2012 – Present Director Jul 2014 – Mar 2022 Member of Nomination and Compensation Committee Jul 2014 – Mar 2020 Member of Governance and Risk Committee **Bank of Ayudhya Public Company Limited/ Commercial Bank** Jan 2015 – Present Member of Risk and Compliance Committee Apr 2010 – Present Member of Nomination and Remuneration Committee Apr 2010 – Present Non-executive director **Grand Canal Land Public Company Limited/ Real Estate** Apr 2016 – Present Director **Srivichaivejvivat Public Company Limited/ Hospital** Oct 2014 – Present Director **Allianz Ayudhya Capital Public Company Limited (formerly Sri Ayudhya Capital Public Company Limited)/ General Insurance** May 2021 – Present Member of Corporate Governance Committee

May 2013 – Present	Member of Nomination and Remuneration Committee
Apr 2013 – Present	Director

Other Company

BBTV Asset Management Limited/ Advertisement and Holdings

Apr 2017 – Present	Director (Authorized Signatory)

CKS Holding Company Limited/ Holding

May 2015 – Present	Director (Authorized Signatory)

Super Assets Company Limited/ Real Estate

May 2015 – Present	Director (Authorized Signatory)

C.K.R Company Limited/ Holding

May 2015 – Present	Director (Authorized Signatory)

The Bangkok Lighters Company Limited/ Asset Management

May 2015 – Present	Director (Authorized Signatory)

The Thai Tapioca Flour Produce Company Limited/ Real Estate

May 2015 – Present	Director (Authorized Signatory)

Cyber Venture Company Limited/ Holding

May 2015 – Present	Director (Authorized Signatory)

Khao Kheow Country Club Company Limited/ Golf Course

Apr 2015 – Present	Director (Authorized Signatory)

Siam Purimongkol Company Limited/ Real Estate

Apr 2015 – Present	Director (Authorized Signatory)

Grand Fortune Company Limited/ Real Estate

Dec 2014 – Present	Director (Authorized Signatory)

Bangkok Broadcasting & TV Company Limited/ Television Broadcasting

Apr 2014 – Present	Director

BBTV Satelvision Company Limited/ Advertisement

Apr 2014 – Present	Director (Authorized Signatory)

GL Asset Company Limited/ Advertisement

Apr 2014 – Present	Director (Authorized Signatory)

Mahakij Holding Company Limited/ Advertisement and Holding

Apr 2014 – Present Director (Authorized Signatory)

BBTV Production Company Limited/ Advertisement

Apr 2014 – Present Director (Authorized Signatory)

BBTV Alliance Limited/ Holding Company

Jan 2014 – Present Director (Authorized Signatory)

BBTV Bond Street Building Limited/ Real Estate Investment

Jan 2014 – Present Director (Authorized Signatory)

ITBC Business Consultant Group Company Limited/ IT Consultant

Aug 2012 – Present Director (Authorized Signatory)

Exclusive Senior Care International Company Limited/ Development of Facilities for Elderly Health Rehabilitation

Apr 2011 – Present Director (Authorized Signatory)

BBTV International Holdings Company Limited/ Holding

Sep 2010 – Present Director (Authorized Signatory)

Sunrise Equity Company Limited/ Holding

Sep 2010 – Present Director

BBTV Equity Company Limited/ Office Building Rental

Sep 2010 – Present Director (Authorized Signatory)

Training Experience

Thai Institute of Directors (IOD)

2023	Hot Issue for Directors (HOT): Climate Governance Gen. 2-2023
2021	National Director Conference "Leadership Behind Closed Door"
2018	National Director Conference "Rising Above Disruptions: A Call for Action"
2017	National Director Conference "Steering Governance in a Changing World"
2015	Risk Management Program for Corporate Leaders, Class 1/2015 (RCL)
2013	Anti-Corruption for Executive Program, Class 7/2013 (ACEP)

2011	Financial Institutions Governance Program, Class 2/2011(FGP)
2010	Audit Committee Program, Class 31/2010 (ACP)
	Director Certification Program, Class 135/2010 (DCP)
2009	Role of the Compensation Committee, Class 8/2009 (RCC)
2003	Director Accreditation Program, Class 5/2003 (DAP)

The Securities and Exchange Commission, Thailand (SEC)

2021	Cyber Armor: Capital Market Board Awareness No.1 "Capital Market Threat Landscape "
	Cyber Armor: Capital Market Board Awareness No.2 "Data-driven Cybersecurity and Intelligence Threats Assessment"

Bank of Thailand

2022	Digital Finance Conference
2021	Bangkok FinTech Fair 2021 "Shaping Digital Finance in the New Decade"
2020	Cyber Resilience Leadership: "Tone from the Top"

Others

2024	Green Banking, Bank of Ayudhya PCL
	Generative AI and Chat GPT, Bank of Ayudhya PCL
	Office Market Update and Office Style Trend, Grand Canal Land PCL
	Allianz Briefing, Allianz Ayudhya Capital PCL
2023	Global trend of climate change and Net zero journey, Central Pattana PCL
	ESG: Topic 1 "Current Issues on Sustainable Banking and Sustainable Finance Development in Thailand" (Session 1-2), Bank of Ayudhya PCL
	Overview of the Leasing Office Space Business, Central Pattana PCL

	ESG: Topic 2 "New Financial Disclosure Standard: TCFD (Task Force on Climate-related Financial Disclosure)", Bank of Ayudhya PCL
	People Management Trend, Grand Canal Land PLC
	ESG: Topic 3 "Transition Finance: Commercial Banks' Decarbonization Partway & MUFG's Case Study-Transition Whitepaper", Bank of Ayudhya PCL
2022	Thought Leadership Session – Sustainable and Climate Finance, Central Pattana PCL
	5 Key Technology Trends in Financial & Banking industry for 2022, Bank of Ayudhya PCL
	Environmental, Social and Governance (ESG) for sustainable growth, Bank of Ayudhya PCL
	Explore the Digital World with Mr. Fintech, Bank of Ayudhya PCL
2021	Regulatory Technology: RegTech
	Economic Outlook 2021, Central Pattana PCL
2020	ESG and Sustainable Banking Development, including response to the Covid-19 situation
	IT Security Awareness, Virtual Training

"Attachment 1"

Name	Dr. Subhak Siwaraksa
Age	67 years
Position	Director
Appointed since	29 November 2024
Company's shareholding ratio (%) as of 31 Dec 2024	0%
Family relationship among executives	NIL
Education	**PhD:** - Economics, University of Pennsylvania, U.S.A. **Master Degree:** - Law and Diplomacy, Fletcher School of Law and Diplomacy, Tufts University, Massachusetts, U.S.A. **Bachelor Degree:** - English Literature and Economics, Georgetown University, Washington D.C., U.S.A.
Work Experience 5-year credential	**Listed Company**

Siam City Cement Public Company Limited/ Cement Producer and Construction Materials

Nov 2024 – Present	Independent Director, Member of the Nomination and Compensation Committee, and Member of the Governance Committee
Mar 2021 – Aug 2024	Director and Member of the Governance Committee

Prudential Life Assurance (Thailand) Public Company Limited / Life Assurance

2020 – Present	Independent Director, Chairman of Audit Committee and Member of Risk Committee

Bangkok Dusit Medical Services Public Company Limited/ Health Care Services

2020 – Present	Independent Director and Member Audit Committee and member of Risk Management Committee

Thai Wah Public Company Limited / Agriculture & Food Industry

2016 – Present	Independent Director, Chairman of Audit, Risk and Corporate Governance Committee,

	Member of Nomination and Remuneration Committee, Member of Strategic and Innovation Committee and Member of Sustainability Committee
Others Company	
Bank of Thailand/ Banking	
Nov 2023 – Present	Member of Financial Institution Policy Committee
2020 – Present	Board Director, Chairman of Risk Oversight Committee and Member of Audit Committee
2017 – Oct 2023	Member of Monetary Policy Committee
The Securities and Exchange Commission, Thailand	
2019 – Present	Commissioner and Member of Risk Management Committee
Jardine Matheson Group / Conglomerate (Business Advisory)	
2017 – Present	Country Chairman Thailand
Samitivej Public Companny Limited / Health and medical services	
2018 – 2022	Independent Director and Member of Audit Committee
The Stock Exchange of Thailand	
2016 – 2018	Governor, Member of Audit Committee and Member of the Corporate Governance and Social Responsibilities Committee

Training Experience	**Thai Institute of Directors (IOD)**	
	2023	Hot issue for Directors (HOT): Climate Governance Gen.2-2023
	2017	Advance Audit Committee Program (AACP 26/2017)
	2011	Financial Institutions Governance Program (FGP 3/2011)
	2006	Directors Certification Program (DCP 72/2006)
	2005	Directors Accreditation Program (DAP 42/2005)
	Thai Institute of Banking and Finance Association	
	1995	Financial Executive Seminar (FINEX IV)

“Attachment 1”

The Stock Exchange of Thailand

2010	Capital Market Academy Leadership Program (Wor Taw Tor), class 10

Others

2007	Thailand National Defense College (NDC) (Wor Por Aor 17), class 2007

“Attachment 1”

Name	Dr. Sunee Sornchaitanasuk
Age	62 years
Position	Independent Director and Chairperson of Audit Committee
Appointed since	10 June 2015
Company’s shareholding ratio (%) as of 31 Dec 2024	0%
Family relationship among executives	NIL
Education	**PhD:** - Doctor of Management Communication Management Program, Suan Dusit Rajabhat University **Master Degree:** - Master of Industrial Business, King Mongkut's University of Technology North Bangkok **Certificate:** - Higher Diploma in Auditing, Thammasat University - CPA, Institute of Certified Accounting & Audit of Thailand Certified Public Accountant No. 3733 **Bachelor Degree:** - Bachelor of Accounting, Thammasat University
Work Experience 5-year credential	**Listed Company** **Siam City Cement Public Company Limited/ Cement Producer and Construction Materials** Jun 2015 – Present: Chairperson of Audit Committee and Independent Director **T.Man Pharmaceutical Public Company Limited/ Pharmaceuticals and Health Products Producer** 2024 – Present: Chairperson of the Board of Directors and Independent Director **B.Grimm Power Public Company Limited/ Resources, Energy, and Utility** Apr 2018 – Present: Member of Audit Committee and Independent Director

Namyong Terminal Public Company Limited/ Terminal Service, Storage Services and Other Services

2016 – Present	Chairperson of Audit Committee and Independent Director

Areeya Property Public Company Limited / Real estate

2022 – Dec 2024	Director

NFC Public Company Limited/ Fertilizer Producer

2004 – Apr 2022	Director and member of Risk Management Committee

Other Company

Audit By KP Company Limited/ Accounting Consultant

2024 – Present	Authorized Director

Bellugg Group Company Limited/ Baggage services

2022 – Present	Director

CPA Associate Thailand Company Limited/ Accounting and Audit

2015 – Present	Director

Training Experience

Thai Institute of Directors (IOD)

2024	Maximizing Performance through mind-body wellness
2023	Director Leadership Certification Program (DLCP)
2022	Chairman Forum 2022 "Chairing the Unknown Future"
2020	Strategic Board Master 8/2020 (SBM)
2019	Ethical Leadership Program Class 16/2019 (ELP)
2017	Strategic Board Master Class 1/2017 (SBM)
2013	Successful Formulation and Execution of Strategy Class 17/2013 (SFE)
2008	Role of the Chairman Program Class 18/2008 (RCP)
	Monitoring the Internal Audit Function Class 2/2008 (MIA)
	Monitoring the System of Internal Control and Risk Management Class 3/2008 (MIR)
	Chartered Director Program 3/2008 (CDC)
2007	Quality of Financial Reporting Class 5/2007 (QFR)
2005	Director Diploma Examination 18/2005 (Fellow Member)

“Attachment 1”

	Audit Committee Program Class 5/2005 (ACP)
	Director Certification Program Class 53/2005 (DCP)
2004	Director Accreditation Program Class 28/2004 (DAP)

Name	Mr. Robbert Egbert Johannes van der Feltz van der Sloot
Age	63 years
Position	Independent Director
Appointed since	26 March 2020
Company's shareholding ratio (%) as of 31 Dec 2024	0%
Family relationship among executives	NIL
Education	Master Degree: - Economics (Finance and Cost Accounting), Free University, Amsterdam Netherlands
Work Experience 5-year credential	Listed Company Siam City Cement Public Company Limited/ Cement Producer and Construction Materials Mar 2020 – Present: Independent Director, and Member of the Nomination and Compensation Mar 2020 – 24 Mar 2022: Member of the Audit Committee Other Company Siam City Cement (Vietnam) Company Limited (Subsidiary)/ Cement Manufacturing (Registered in Vietnam) Mar 2021 – Present: Non-executive Director Hilti AG/ Engineering Service (Registered in Lichtenstein) 2019 – 2024: Key Account Manager, Member of the Strategic Management Team, Schaan, Liechtenstein 2013 – 2019: President Hilti Asia Pacific, Member of the Executive Management Team, Hongkong 2010 – 2013: Region Head CEE, Middle East & Africa, Member of the Executive Management Team, Schaan, Liechtenstein

	2004 – 2009	Region Head Europe 1, Member of the Executive Management Team, Schaan, Liechtenstein
Training Experience	**Thai Institute of Directors (IOD)**	
	2021	Director Accreditation Program 183/2021 (DAP)
	Other	
	2024	Inclusiveness in a changing environment
		Effective performance management

"Attachment 1"

Name	Mr. Charin Satchayan
Age	58 years
Position	Independent Director and Member of Audit Committee
Appointed since	7 April 2016
Company's shareholding ratio (%) as of 31 Dec 2024	0%
Family relationship among executives	NIL
Education	Master Degree: - Executive Master of Business Administration, Sasin Graduate Institute of Business, Administration of Chulalongkorn University - Master of Law (LL.M.), (Under patronage of Fulbright Scholarship), Cornell University, U.S.A. Certificate: - Post Graduate Diploma in Business Law, Thammasat University Bachelor Degree: - Bachelor of Law (Honours), Ramkhamhaeng University
Work Experience 5-year credential	Listed Company Siam City Cement Public Company Limited/ Cement Producer and Construction Materials Mar 2021 - Present: Chairperson of the Governance Committee Apr 2020 – Present: Member of the Governance Committee Apr 2016 – Present: Member of the Audit Committee and Independent Director May 2017 – May 2018: Member of the Governance and Risk Committee Other Company Charin & Partners Limited / Legal Consultancy 2023 – Present: Managing partner Tee Hang Nee Company Limited / Property 2020 – Present: Director

Craftbrandship Company Limited / Branding

2020 – Present Director

Heart and Home Company Limited / Asset and Property

2019 – Present Director

Charin & Associates Limited/ Legal Consultancy

2011 – Present Managing Partner

Training Experience

Thai Institute of Directors (IOD)

2023	Hot issue for Directors (HOT): Climate Governance Gen 2-2023
2017	Strategic Board Master 1/2017 (SBM)
2016	Board that Makes a Difference Class 2/2016 (BMD)
	Family Business Governance for Sustainability Class 5/2016 (FBG)
2014	Director Certification Program Class 196/2014 (DCP)

The Securities and Exchange Commission and The Stock Exchange of Thailand

2023	The Significance of the Audit Committee to the Confidence towards Thailand's Capital Market

"Attachment 1"

Name	Mr. Onne van der Weijde
Age	60 years
Position	Independent Director and member of Audit Committee
Appointed since	24 March 2022
Company's shareholding ratio (%) as of 31 Dec 2024	0%
Family relationship among executives	NIL
Education	**Master Degree:** - Master of Business Administration University of Bradford, UK **Bachelor's Degree:** - Business Administration and General Management, The Hague University, Netherlands **Certificate:** - Senior Management Program: Harvard, 2008
Work Experience 5-year credential	**Listed Company** **Siam City Cement Public Company Limited/ Cement Producer and Construction Materials** Mar 2022 - Present Independent Director, Member of Audit Committee, and Chairman of Investment and Finance Committee **Other Company** **Carboncure Technologies Incorporation / Technology for low-carbon concrete and cement production** 2024 - Present Director **Schneider Electric Private Limited/ Energy and electricity (registered in India)** Jul 2022 – Present Member of Innovation Committee Jun 2021 – Present Independent Director **Republic Cement and Building Materials Incorporation / Cement Manufacturer (registered in Philippines)** Jul 2020 - Present Director **Republic Cement Services Incorporation / Cement Manufacturer (registered in Philippines)** Jul 2020 - Present Director

	CRH Public Limited Company/ Building materials	
	2018 - Present	President, Europe and Asia Materials
	Chip Mong INSEE Cement Corporation/ Cement Producer (Registered in Cambodia)	
	Mar 2023 – Feb 2025	Non-executive Director
	Dangote Industries Limited/ Multinational conglomerate	
	2015 - 2017	Chief Executive Officer and Managing Director
	Holcim AG/ Building materials (registered in India)	
	2013 - 2015	Area Manager India
	Ambuja Cement Limited/ Cement manufacturer	
	2009 - 2013	Managing Director and Chief Executive Officer
	Holcim AG/ Building materials (registered in Switzerland)	
	2008 - 2009	Senior Vice President
	ACC Limited/ Cement manufacturer (registered in India)	
	2006 - 2008	Chief Financial Officer
	Holcim Investment/ Investment (registered in India)	
	2005 - 2006	Director and General Manager
	Holcim/ Building materials (registered in Indonesia)	
	2001 - 2004	Chief Financial Officer
	Holcim/ Building materials (registered in Australia)	
	1999 - 2001	Director and Business Planning Manager
	Holcim CH/ Building materials (registered in Switzerland)	
	1996 - 1999	International Tax Manager
	1991 – 1996	General Manager
	TMF Group/ critical administrative services (registered in Netherlands)	
	1989 – 1991	Account Manager
Training Experience	**The Chartered Institute of Directors Nigeria**	
	2016	Company Direction Course 1 (CDC1)
	Other	
	2023 - 2025	Chemistry by Math Tutor DVD

"Attachment 1"

Name	Mr. Tinnawat Mahatharadol
Age	66 years
Position	Director
Appointed since	24 March 2022
Company's shareholding ratio (%) as of 31 Dec 2024	0%
Family relationship among executives	NIL
Education	**Master Degree:** - Master of Business Administration, Ball State University, USA **Bachelor Degree:** - Bachelor of Laws, Thammasat University, Thailand **Certificate:** - Certificate of Pacific Rim Banker Program
Work Experience 5-year credential	**Listed Company** **Siam City Cement Public Company Limited/ Cement Producer and Construction Materials** Mar 2022 – Present: Member of Investment and Finance Committee Mar 2022 – Present: Member of Nomination and Compensation Committee Mar 2022 – Present: Director **Eastern Star Real Estate Public Company Limited/ Real Estate** 2015 – Present: Executive Director (Authorized Director) **Srivichaivejvivat Public Company Limited/ Hospital** Oct 2014 – Present: Director **Other Company** **Bangkok Broadcasting & TV Company Limited/ Television Broadcasting** 2024 – Present: Authorized Director **C.K.R Company Limited/ Holding** 2020 – Present: Authorized Director **Exclusive Senior Care International Company Limited/ Development of Facilities for Elderly Health Rehabilitation** 2020 – Present: Authorized Director

	The Bangkok Lighters Company Limited/ Asset Management	
	2020 – Present	Authorized Director
	The Thai Tapioca Flour Produce Company Limited/ Real Estate	
	2020 – Present	Authorized Director
	Cyber Venture Company Limited/ Holding	
	2020 – Present	Authorized Director
	Villa Deva Resort&Hotel Company Limited/ Hotels and Resort Hotels	
	2018 – Present	Authorized Director
	Ratanarak Company Limited/ Holding	
	2017 – Present	Authorized Director
	BBTV Equity Company Limited/ Office Building Rental	
	2015 – Present	Authorized Director
	Sunrise Equity Company Limited/ Holding	
	2015 – Present	Authorized Director
	BBTV Bond Street Building Company Limited/ Real Estate Investment	
	2015 – Present	Authorized Director
	BBTV Alliance Company Limited/ Holdings	
	2015 – Present	Authorized Director
	BBTV International Holdings Company Limited/ Holding	
	2015 – Present	Authorized Director
	Nara 12 Company Limited/ Real Estate Rental	
	2018 – 2024	Director
	Mahatharadol Company Limited/ Rental and Processing of Real Estate	
	2010 – 2024	Managing Director
	Siam City Cement (Vietnam) Company Limited/ Cement Manufacturing (Registered in Vietnam)	
	2017 – 2021	Director
Training Experience	Thai Institute of Directors (IOD)	
	2015	Risk Management Committee Program (RMP)
	2014	Director Certification Program (DCP)

Name	Mr. Siva Mahasandana
Age	62 years
Position	Director
Appointed since	7 April 2016
Company's shareholding ratio (%) as of 31 Dec 2024	0.0218% direct holding of 65,000 shares, no indirect or nominee holding
Family relationship among executives	NIL
Education	**Master Degree:** - MBA, Finance and Investment (Beta Gamma Sigma), The George Washington University, USA **Certificate:** - Advanced Management Program, Harvard Business School, USA **Bachelor Degree:** - Mechanical Engineering, Chulalongkorn University
Work Experience 5-year credential	**Listed Company**

Siam City Cement Public Company Limited/ Cement Producer and Construction Materials

Apr 2016 – Present	Director
Mar 2019 – Dec 2022	Member of Group Executive Committee
Apr 2016 – Dec 2022	Chief Executive Officer
Feb 2015 – Apr 2016	Deputy Chief Executive Officer
Feb 2015 – Feb 2016	Senior Vice President (Marketing & sales)
Jan 2012 – Jan 2015	Senior Vice President (Saraburi Operations)

Lanna Resources Public Company Limited/ Coal Mining

2016 – Present	Director

Thai Agro EnegyPublic Company Limited/ Ethanol Producer

Dec 2024 – Present	Member of Executive Committee
Apr 2024 – Present	Director and member of Risk Management Committee

Other Company

Siam City Power Company Limited (Subsidiary)/ Electricity Generation from Waste Heat

May 2019 – Nov 2022	Chairman and CEO
Mar 2016 – Mar 2017	Chairman

Siam City Cement (Vietnam) Company Limited (Subsidiary)/ Cement Manufacturing (Registered in Vietnam)

Apr 2017 – Dec 2022	Director

Siam City Cement Trading Company Limited (Subsidiary)/ Cement and Raw Material Trading

Mar 2017 – Nov 2022	Director

Siam City Concrete Company Limited (Subsidiary)/ Ready-mixed Concrete and Aggregates

Jul 2017 – Nov 2022	Director
Feb 2015 – Jul 2017	Chairman
2004 – Jan 2012	CEO

INSEE Digital Company Limited (Subsidiary)/ Technical Services and Information Technology Management and Development Services

Mar 2016 – Nov 2022	Director

Thai Cement Manufacturer Association/ Cement Industry Association

Feb 2015 – Feb 2020	Chairman

Conwood Company Limited (Subsidiary)/ Construction Material

Feb 2015 – Apr 2020	Chairman

PT Conwood Indonesia Company Limited (Subsidiary)/ Architectural and Decorative Building Materials Producer (Registered in Indonesia)

Apr 2015 – Apr 2020	President Commissioner

INSEE Superblock Company Limited (Subsidiary)/ Light-Weight Concrete Products

Mar 2016 – Apr 2020	Chairman

Siam City Cement (Bangladesh) Limited (Subsidiary)/ Cement Manufacturing (Registered in Bangladesh)

May 2016 – May 2019	Director

	INSEE Ecocycle Company Limited (Subsidiary)/ Industrial Waste Disposal and Alternative Fuel and Raw Material Trading and Industrial Cleaning Service Business	
	Mar 2016 – May 2019	Chairman
	Siam City Cement (Lanka) Limited (Subsidiary)/ Cement Manufacturing (Registered in Sri Lanka)	
	Aug 2016 – May 2019	Director
Training Experience	**Thai Institute of Directors (IOD)**	
	2023	Empowering Board Directors: Unleashing Performance and Fueling Growth
		Chairman Forum 1/2023: Leadership Amidst Volatility and Distrust
		Climate Governance
		Enhancing Cybersecurity Oversight – What Board Needs to Know?
		Economic Recession – What should Board Watch Out For?
	2018	Role of the Chairman Program (RCP)
	2015	Corporate Governance for Executive Class SCCC/2015 (CGE)
		Director Certification Program Class 206/2015 (DCP)
	Thailand Energy Academy	
	2015	Senior Management Program of Energy Literacy (Vor Por Nor 7)
	International Institute of Management Development (IMD), Switzerland	
	2007	Senior Leadership Program
	2005	Senior Management Program

Name	Mr. Ranjan Sachdeva
Age	56 years
Position	Executive Director
Appointed since	9 February 2024
Company's shareholding ratio (%) as of 31 Dec 2024	0.0013% direct holding of 3,814 shares, no indirect or Nominee holding
Family relationship among executives	NIL
Education	**Certificate:** - Certificate Internal Auditor, The Institute of Internal Auditor - IIA, Florida, USA **Master Degree:** - MBA (Corporate and International Finance) University of Leicester, UK **Bachelor Degree:** - Bachelor of Engineering (Mechanical), Thapar Institute of Engineering and Technology University, India
Work Experience 5-year credential	**Listed Company** **Siam City Cement Public Company Limited/ Cement Producer and Construction Materials** May 2024 – Present: Group Chief Executive Office Feb 2024 - Present: Executive Director Apr 2023 – Present: Group Chief Financial Officer Jan 2024 – Apr 2024: Acting Group Chief Executive Officer Oct 2017 – Mar 2023: Head of Group Internal Audit and Compliance **Lanna Resources Public Company Limited/ Coal Mining** Apr 2024 – Present: Director **Vedanta Public Company Limited / Metal, Mining, Oil and Gas (registered in India)** Sep 2015 – Sep 2017: Group Commercial Director

Other Company

Chip Mong INSEE Cement Corporation/ Cement Producer (Registered in Cambodia)

Feb 2025 – Present	Chairman
Jan 2024 – Dec 2024	Vice chairman

Siam City Cement (Lanka) Limited (Subsidiary)/ Cement Manufacturing (Registered in Sri Lanka)

Jan 2024 – Present	Director

Siam City Cement Trading Company Limited (Subsidiary)/ Cement and Raw Material Trading

Sep 2023 – Present	Chairman

INSEE Digital Company Limited (Subsidiary)/ Technical Services and Information Technology Management and Development Services

Mar 2023 - Present	Chairman

Siam City Cement (Vietnam) Company Limited (Subsidiary)/ Cement Manufacturing (Registered in Vietnam)

Mar 2023 – Present	Director

Siam City Cement (Bangladesh) Limited (Subsidiary)/ Cement Manufacturing (Registered in Bangladesh)

Mar 2023 – Present	Director

Holcim in India/ Cement and Ready – Mixed Producer

2013 - Aug 2015	Chief Procurement Officer
2011 - Apr 2013	Regional Internal Audit Director (Holcim) South Asia, Singapore and Malaysia

Training Experience

The Stock Exchange of Thailand (SET)

2024	e-Learning CFO's Refresher
2023	e-Learning CFO's Course

Thai Institute of Directors (IOD)

2021	Director Certification Program Class 313/2021
2020	Director Accreditation Program Class 173/2020

By INSEAD, Fontainebieau, France

2024	Leading from the Chair

“Attachment 1”

By Holcim, Zurich, Switzerland

2012 Holcim Compliance Framework

By Holcim, Engelberg, Switzerland

2011 Holcim Internal Audit

By International Institute for Management Development (IMD), Lausanne, Switzerland

2010 Senior Management Program

By Nestle, Rive Reine, Switzerland

2000 Controlling at Nestle\

Name	Mr. Montri Nithikul
Age	52 years
Position	Executive Director
Appointed since	29 March 2024
Company's shareholding ratio (%) as of 31 Dec 2024	0.0053% direct holding of 15,906 shares, no indirect or nominee holding
Education	Master Degree: - Civil Engineering, Kasetsart University Bachelor Degree: - Civil Engineering, Prince of Songkla University
Work Experience 5-year credential	Listed Company Siam City Cement Public Company Limited/ Cement Producer and Construction Materials Mar 2024 – Present: Executive Director Jan 2023 – Present: Chief Executive Officer of Thailand Cement Business and Member of Group Executive Committee Feb 2016 – Dec 2022: Senior Vice President (Marketing & Sales) Other Company INSEE B.Grimm Company Limited/ Solar Farm May 2024 – Present: Chairman Siam City Cement (Bangladesh) Limited (Subsidiary)/ Cement Manufacturing (Registered in Bangladesh) Jan 2024 – Present: Chairman Siam City Power Company Limited (Subsidiary)/ Electricity Generation from Waste Heat Nov 2022 – Present: Chairman and CEO Siam City Concrete Company Limited (Subsidiary)/ Ready-mixed Concrete and Aggregates Dec 2023 – Present: Chairman Nov 2022 – Present: Director

	Jan 2012 – Jul 2017	Director and Chief Executive Officer
	Siam City Cement Trading Company Limited (Subsidiary)/ Cement and Raw Material Trading	
	Nov 2022 – Aug 2023	Director
	INSEE Superblock Company Limited (Subsidiary)/ Light-weight concrete product	
	May 2017 – Jan 2023	Director
	Globe Cement Company Limited (Subsidiary)/ Cement Manufacturing	
	May 2016 – Nov 2021	Director
	INSEE Digital Company Limited (Subsidiary)/ Technical Services and Information Technology Management and Development Services	
	Mar 2016 – May 2017	Director
Training Experience	**Thai Institute of Directors (IOD)**	
	2022	Financial Statement for Directors Class 47/2022 (FSD)
	2017	Director Certification Program Class 240 (DCP)
	2016	Ethical Leadership Program Class 5 (ELP)
	2015	Corporate Governance for Executive Class SCCC/2015 (CGE)
	Other	
	2024	Team Collaboration MBTI Workshop

Name	Mr. Eamon John Ginley
Age	59 years
Position	Chief Executive Officer of Siam City Cement (Vietnam) Limited
Appointed since	1 October 2021
Company's shareholding ratio (%) as of 31 Dec 2024	0%
Family relationship among executives	NIL
Education	Bachelor Degree: - Chemistry, Canterbury University, New Zealand
Work Experience 5-year credential	Listed Company Siam City Cement Public Company Limited/ Cement Producer and Construction Materials Oct 2021 – Present: Member of Group Executive Committee – CEO of Siam City Cement (Vietnam) Limited (CEO SCCVN) Other Company Siam City Cement (Vietnam) Company Limited (Subsidiary)/ Cement Manufacturing (Registered in Vietnam) Jan 2024 – Present: Chairman Jan 2023 – Present: Director Oct 2021 – Present: General Director Chip Mong INSEE Cement Corporation/ Cement Producer (Registered in Cambodia) Feb 2025 – Present: Non-executive Director Buller Electricity / Electricity Distributor (registered in New Zealand) 2015 – 2021: CEO Holcim (Indonesia)/ Cement Manufacturing (Registered in Indonesia) 2009 – 2014: President Director 2004 – 2009: Manufacturing Director

"Attachment 1"

Name	Mr. Hemant Mudgal
Age	39 years
Position	Group Chief Performance and Sustainability Officer
Appointed since	1 February 2023
Company's shareholding ratio (%) as of 31 Dec 2023	0%
Family relationship among executives	NIL
Education	Degree: - Business Administration, University of Delhi, India Bachelor Degree: - Electronics and Communication Engineering, Delhi Technological University, India
Work Experience 5-year credential	Listed Company Siam City Cement Public Company Limited/ Cement Producer and Construction Materials Feb 2023 – Present Member of Group Executive Committee – Chief Performance and Sustainability Officer Other Company INSEE Ecocycle Company Limited (Subsidiary)/ Industrial Waste Disposal and Alternative Fuel and Raw Material Trading and Industrial Cleaning Service Business Nov 2023 – Present Chairman Siam City Cement (Vietnam) Company Limited (Subsidiary)/ Cement Manufacturing (Registered in Vietnam) Feb 2023 – Present Director INSEE Superblock Company Limited (Subsidiary)/ Light-Weight Concrete Products Dec 2024 - Present CEO Nov 2023 – Present Chairman Feb 2023 – Present Director Feb 2024 – Nov 2024 CEO (Acting)

Conwood Company Limited (Subsidiary)/ Construction Material

Dec 2024 - Present	CEO
Nov 2023 – Present	Chairman
Feb 2023 – Present	Director
Feb 2024 – Nov 2024	CEO (Acting)

PT Conwood Indonesia Company Limited (Subsidiary)/ Architectural and Decorative Building Materials Producer (Registered in Indonesia)

Nov 2023 – Present	President Commissioner
Feb 2023 – Present	Commissioner

Boston Consulting Group/ Consultant

2022 – 2023	Partner
2020 – 2022	Principal
2018 – 2020	Project Leader
2016 – 2018	Consultant

Training Experience

Thai Institute of Directors (IOD)

2024	Director Accreditation Program (DAP) Class 216/2024

Details of Company Secretary and the Person Supervising Accounting

Name	Mrs. Phatchada Muenthong
Age	58 years
Position	Company Secretary
Appointed since	24 July 2018
Company's shareholding ratio (%) as of 31 Dec 2023	0.000012% (direct holding of 36 shares, no indirect or nominee holding)
Family relationship among executives	NIL
Education	Master Degree: - Master of Laws, University of Michigan, USA - Master of Laws, Chulalongkorn University Bachelor Degree: - Bachelor of Laws, Chulalongkorn University (2nd Class Honors)
Work Experience 5-year credential	Listed Company Siam City Cement Public Company Limited/ Cement Producer and Construction Materials Apr 2020 – Present: Governance Committee and Secretary of the Governance Committee July 2018 – Present: Company Secretary Other Company Company Secretary Company Limited/ Company Secretary service provider 2017 – Present: Managing Director/ Advisor Big C Supercenter Public Company Limited/ Retailer 2012 – 2016: GRC Director
Training Experience	Thai Institute of Directors (IOD) 2024: The Board's Role in Merger and Acquisition (BMA 10/2024) Subsidiary Governance Program Class 6/2023 2023: IOD Open House 2022 2022: CGR 2023 Coaching 2021: Director Certification Program Class 310/2021

2020	Seminar GRC Series EP.3: ESG Driven Boardroom from "Purpose" to "Performance"
	Seminar IOD House for Company Secretary
2015	Director Accreditation Program Big C
2012	Anti-Corruption: The Practical Guide
2008	Company Secretary Program Class 26/2008

Chulalongkorn University

Law and practice for company secretary

Holcim, Switzerland

2007	Management Seminar September 2007, Zurich, Switzerland via Siam City Cement Public Company Limited

Name	Ms. Nicha Wanchana
Age	35 years
Position	Accounting and Group Consolidation Department Manager
Appointed since	1 June 2024
Company's shareholding ratio (%) as of 31 Dec 2024	0.0%
Family relationship among executives	NIL
Education	**Bachelor Degree:** - Bachelor of Accounting, Mae Fah Luang University (2nd Class Honors)
Work Experience 5-year credential	**Listed Company** **Siam City Cement Public Company Limited/ Cement Producer and Construction Materials** 2024 - Present: Accounting and Group Consolidation Department Manager 2021 - 2024: Consolidation and Statutory Reporting Division Manager 2019 - 2021: Financial Accounting Division Manager
Training Experience	**NYC Management** 2024 TFRS 2025 2024 2025 Deferred Tax and the Impact of International Tax Reform - Pillar 2 Model Rules 2023 TFRS 2024 2023 CFO 2024 (Accounting & Tax) 2023 2024 Deferred Tax: General Principles, Impact on Leases, and Provisions for Dismantling and Restoration Obligations **EXIM and Marsh Thailand Seminar** 2024 Geopolitical Perspective: From Tension to Solutions

Attachment 2

Information of the Directors of Significant Subsidiaries

The Management of the Company who are Members of the Board of Directors of the Subsidiary and Affiliated Companies, as of 31 December 2024

Remarks:“/” = Director “//” = Executive Director “X” = Chairman of the Board

Name of Management	SCCC	Subsidiaries*																Joint Venture
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	A
Mr. Paul Heinz Hugentobler	X																	
Mr. Siva Mahasandana	/														/	/		
Mr. Onne van der Weijde	/																	
Mr. Robbert Egbert Johannes van der Feltz van der Sloot	/										/							
Mr. Ranjan Sachdeva	//							X	/	/	/	X			/			X
Mr. Montri Nithikul	//	X			//, X				X		/						X	
Mr. Eamon Ginley											X							/
Mr. Hemant Mudgal			X	X		X	X				/							

SCCC = Siam City Cement Public Company Limited

Subsidiaries: 1 = Siam City Concrete Company Limited
2 = Conwood Company Limited
3 = PT. Conwood Indonesia
4 = Siam City Power Company Limited
5 = INSEE Superblock Company Limited
6 = INSEE Ecocycle Company Limited
7 = INSEE Digital Company Limited
8 = Siam City Cement (Bangladesh) Limited
9 = Siam City Cement (Lanka) Limited
10 = Siam City Cement (Vietnam) Limited
11 = Siam City Cement Trading Limited
12 = INSEE Ecocycle Lanka (private) Limited
13 = Mahaweli Marine Cement (Private) Ltd.
14 = Lanna Resources Public Company Limited
15 = Thai Agro Energy Public Company Limited
16 = INSEE B.Grimm Solar Company Limited

Associated: A = Chip Mong INSEE Cement Corporation

Remarks: * Excludes subsidiaries of Lanna Resources Public Company Limited, as their revenues are not significant or do not exceed 10 percent of the Company’s total revenues in the latest financial statements.

Attachment 3

Information of Head of Group Internal Audit and Compliance

Information of Head of Group Internal Audit and Compliance

Name	Mr. Thomas Natter
Age	61 years
Position	Head of Group Internal Audit and Compliance
Appointed since	15 March 2023
Company's shareholding ratio (%) as of 31 Dec 2024	0%
Family relationship among executives	NIL
Education	Certificate: - IIA Certified Internal Auditor (CIA) - ISACA Certified Information Systems Auditor (CISA) Master Degree: - MBA, Business University Vienna, Austria
Work Experience 5-year credential	Listed Company Siam City Cement Public Company Limited/Cement Producer and Construction Materials Mar 2023 - Present Head of Group Internal Audit and Compliance Other Company Biggest Fan Productions / IT platform Jan 2020 – Dec 2022 Partner and CFO Thai Unmanned Industries / Commercial drone Aug 2017 – Dec 2019 Partner and CFO Holcim Limited and Holcim Group Companies / Cement Producer Jul 2008 – Jul 2017 Regional Internal Audit Director for Group Companies in Asia and Oceania Nestle Thailand / Food and beverages Jun 2006 – Jun 2008 Head of Internal Audit, Indochina Region
Training Experience	By IMD 2012 Senior Leadership Program, Lausanne, Switzerland

Attachment 4

Details of Key Operation Assets

Details of Key Operation Assets

Key operation assets of the Company and subsidiaries

Objective: For business operations of the Company and its subsidiaries as at 31 December 2024

Property, Plant and Equipment

	Type of rights	SCCC	Subsidiaries	Total
Land, mineral reserve and site restoration	Owner	1,458	2,631	4,089
Building and structures	Owner	1,637	4,657	6,294
Machinery and equipment	Owner	6,277	9,188	15,465
Furniture, fixtures and office equipment	Owner	128	241	369
Motor vehicles	Owner	99	63	162
Assets under construction and installation	Owner	466	1,709	2,175
Total Property, Plant and Equipment		**10,065**	**18,489**	**28,554**

Remark :

The local subsidiaries have mortgaged part of their land and construction thereon and machinery with net book value as at 31 December 2024 amounting to approximately Baht 1,021 million as collateral for short-term and long-term loans and credit facilities granted by a commercial bank

The overseas subsidiary has mortgaged part of its land, machinery, and equipment with net book value as at 31 December 2024 amounting to approximately USD 13.1 million or equivalent to Baht 443.6 million as collateral for short-term and long-term loans and credit facilities granted by a commercial bank

Intangible assets

	Type of rights	SCCC	Subsidiaries	Total
Mining concession and license fees	Owner	2,605	113	2,718
Computer software	Owner	26	480	506
Customer relationships	Owner	37	202	239
Brands	Owner	-	1,938	1,938
Right of use	Owner	-	1,805	1,805
Deferred transferred service fees according to contract	Owner	-	481	481
Customer contract	Owner	-	111	111
Other intangible assets	Owner	67	57	124
Intangible assets under development	Owner	429	-264	165
Total Intangible Assets		**3,164**	**4,923**	**8,087**

Mining Right

	Type of rights	SCCC	Subsidiaries	Total
Deferred expenses - coal mine project	Owner	-	244	244
Deferred stripping costs	Owner	-	5,118	5,118
Total Mining Properties		-	**5,362**	**5,362**

The Company has secured mining rights sufficient for procuring raw materials for cement production in the long-term, both in Thailand and for overseas subsidiaries. Plans for efficient sourcing of alternative raw materials, in alignment with the long-term production plan, such as, concessions for shale and limestone mining (for cement industry) in Kaengkhoi District, Saraburi Province, aggregate quarry in Uthong District, Suphanburi Province, Cement soil mine in Pak Chong District, Nakhon Ratchasima Province, and Khok Salung District, Lopburi Province, including crushing plant in Uthong District, Suphanburi Province, are also in place. The Company has also leased land for waste management in Hemaraj Industrial Estate, Chonburi Province, including limestone mining right in Sri Lanka and Vietnam.

Subsidiaries of Lanna Resources Public Company Limited that deal in energy business include PT. LANNA HARITA INDONESIA ("LHI") and PT. SINGLURUS PRATAMA ("SGP"), two indirect subsidiaries registered in Indonesia granted with concessions by the Indonesian government to deal in mining and production of coal, with operations located in Samarinda and Kutai districts of the Kalimantan province. Additional details may be found in the 56-1 One Report of Lanna Resources Public Company Limited, under Details of Key Operation Assets.

Trademarks

The Company has adequate protection of its trademarks used in the business. It is the owner of many registered trademarks, both for the trademarks used by the Company and the subsidiaries, 212 of which were registered in Thailand and 276 were registered overseas. Main characteristics of the Company's trademarks are the symbol of eagle head and the word INSEE. Overseas trademarks are in Vietnam, Bangladesh, Sri Lanka, Indonesia and Cambodia. Moreover, the Company registered similar trademarks in some other countries that have imported cement from the Company and/or its subsidiaries, such as, Brunei, China, Hong Kong, India, Lao PDR, Singapore, Malaysia, the Philippines, Myanmar, Arab Emirates.

Patents

The Company owns 3 patents and a subsidiary (Conwood Company Limited owns 2 patents and INSEE super block owns 1 patent.

Policy for Investment in subsidiaries and associated companies

Investment in subsidiaries and associates shall be considered and approved by the Board of Directors. The Board of Directors shall appoint directors and executives who shall be responsible for management and operations of the assigned subsidiaries. The number of appointed directors and executives shall be aligned with the Company's shareholding.

Details on governing the subsidiaries and associated companies are available under attachment 5

Re-evaluation of assets during the fiscal year and detail of Asset Appraisal

During the year 2024, the Company completed its assessment of fair value of net assets assumed at the acquisition date of Lanna Resources Public Co., Ltd. and its subsidiaries. More information can be found in notes to financial statements for the year ended 31 December 2024 Note 11

Attachment 5

Policies and details concerning the corporate governance, Code of Business Conduct and Charters (Full Version)

Policies and Practices Concerning the Corporate Governance[1]

(Full Version)

Siam City Cement Public Company Limited (SCCC) recognizes the importance of good corporate governance in achieving sustainable growth. To uphold the highest standards of governance, the Board of Directors promotes strong corporate governance practices across all levels and functions of the SCCC Group. We believe that good governance enhances the Company's competitiveness and performance, driving long-term sustainable growth, ethical and responsible business practices, and most importantly, organizational resilience.

The Board of Directors, Executives, and employees perform their duties with the utmost consideration for their duty of care and duty of loyalty, ensuring that the Company operates in compliance with laws and regulations, shareholder resolutions, and the principles of Good Corporate Governance as outlined by the SEC (CG Code 2017) and other relevant agencies.

The Board of Directors has established the Corporate Governance Policy, based on both principles and guidelines on Good Corporate Governance for Listed Companies 2017 of the Securities and Exchange Commission of Thailand. In particular, the Board of Directors delegates to the Governance Committee the responsibility to conduct annual reviews to monitor potential regulatory changes and ensure implementation of the Company's corporate governance in compliance with CG principles and guidelines such as the Corporate Governance Report (CGR), ASEAN CG Scorecard, and the AGM Checklist, with the assessment results available below. The Governance Committee also works to ensure that no governance concerns are poised to negatively impact the Company's governance performance, and that the Company's effort to elevate its governance standard is continuously supported, with results being consistent reported to the Board of Directors.

[1] This section on the policies and practices relating to corporate governance covers only the subsidiaries of the Group in general. For Lanna Resources Public Company Limited (LANNA) and Thai Agro Energy Public Company Limited (TAE), and other indirect subsidiaries, which as the Stock Exchange of Thailand was notified on 4 October 2024 regarding the acquisition of new subsidiaries of the Company, the information on the corporate governance policies and practices of these companies may be found in the respective 56-1 One Reports of both LANNA and TAE, as both are listed companies under the Stock Exchange of Thailand, and are compliant to the capital market regulations and corporate governance principle in the same manner as the Company. The Company, as such, has no doubt that the corporate governance practices of these companies are credible and beneficial to all shareholders and stakeholders.

Please note that as of 31 December 2024, the Company has not restructured the Boards of Directors, Executives, and/or Managements of LANNA and TAE.

Overview of Corporate Governance of the Company in 2024

As a result of the Company’s continued adherence to good corporate governance policies, the Company has maintained competitiveness, strong performance, resillience, and reputation as a responsible corporate citizen, while continuously striving to minimize environmental impact.

Over the past year, the Governance Committee conducted annual review of the governance policy and found that the existing policy remains appropriate in the current regulatory and societal context and in compliance with relevant regulations. The Committee also reviewed the Company’s approaches to promoting transparency, sustainability, and good governance within the organization.

In 2024, the Company holds the following recognition for its corporate governance performance:

- CGR at excellent level for 9th consecutive year by Thai Institute of Directors Association (IOD)

- Full score 100 of the quality of the 2024 Annual General Meeting of Shareholders (AGM Checklist) as assessed by the Thai Investors Association.

- Certification as a member of the Private Sector Collective Action Coalition Against Corruption (CAC) since 2017

- Received ESG Ratings of “AA” highlighting our position as a responsible investment option aligned with Stock Exchange of Thailand (SET)

- 2021 ASEAN Corporate Governance Scorecard Award for ASEAN Asset Class PLCs (Thailand), received 2022, with latest assessment in 2024 (result disclosed later in 2025)

Changes of Directors, Board Committees and Executives in 2024

1) Change of Directors:

- The Board of Directors Meeting No. 195, dated 9 February 2024, resolved to appoint Mr. Ranjan Sachdeva as a Director of the Company, replacing Mr. Aidan John Lynam, effective 10 February 2024 onward.

- Mr. Vanchai Tosomboon, a Director whose term was set to expire by the Annual General Meeting (AGM) No. 31 (Year 2024) on 29 March 2024 , expressed his wish not to be re-elected as a Director. Mr. Montri Nithikul therefore was appointed as a new Director of the Company at AGM No. 31(Year 2024).

- Mr. Stephen Patrick Gore, a Director whose term was set to expire by the AGM No. 33 (Year 2026), and Dr. Subhak Siwaraksa, a Director whose term was set to expire by the AGM No. 32 (Year 2025), resigned from their respective positions, effective 19 August 2025.

- The Board of Directors Meeting No. 202, dated 29 November 2024, resolved to appoint Dr. Subhak Siwaraksa, who met the requirements of the relevant authorities as an Independent Director, assuming the remaining term of Mr. Stephen Patrick Gore.

2) Changes to Executives: The Board has made the following changes per the suggestions of the Nomination and Compensation Committee:

- Mr. Ranjan Sachdeva has been appointed the Group Chief Executive Officer, effective 1 May 2024**.** Mr. Ranjan Sachdeva still retains his role as the Group Chief Financial Officer until a suitable replacement is appointed.

Alignment with the Principles of the Corporate Governance Code for Listed Companies 2017 (CG Code 2017)

The Board of Directors has tasked the Governance Committee with annually reviewing compliance with relevant agencies' rules and guidelines on good corporate governance and presenting recommendations to the Board for the 2024 conformity assessment of the Principles of the Corporate Governance Code for Listed Companies 2017. The Governance Committee has reviewed the matter and determined that there are only minor inconsistencies that do not impact the overall quality of corporate governance of the organization. For instance, in cases where the Chairman of the Board and the Chairman of the Nomination and Remuneration Committee are not independent directors, the Governance Committee has reviewed and provided its opinion to the Board of Directors concluding that, since the Chairman of the Board and the Chairman of the Nomination and Remuneration Committee are separate from the Group Chief Executive Officer—the highest-ranking Executive—and because the Company has clearly defined the responsibilities of these roles, corporate governance remains unaffected. The Company prepared documentation of meetings which ensures that the Board of Directors receives sufficient information and agenda

items for consideration and/or acknowledgment. Additionally, the agenda-setting process is governed by the INSEE Minimum Control (IMC) framework to ensure compliance with legal requirements and alignment with business operations. Furthermore, all Directors have consistently demonstrated their ability to exercise independent judgement, ensuring that decisions align with the Company's best interests, uphold the principles of good corporate governance, and maintain independence from Management at all times. As a result, these inconsistencies have no impact on the Company’s overall good corporate governance.

Information on the Chairman’s and Group CEO’s roles and responsibilities is in the Attachment 5 under Charters which is also available on the Company’s website.

Company’s Performance on the Implementation of the Principles of Good Corporate Governance for Listed Company under the CG Code 2017

The Company has adopted the policies and practices outlined in the eight principles of the Principles of Grood Corporate Governance for Listed Companies 2017, as established by the Securities and Exchange Commission (SEC), and has incorporated them into policies related to the Board of Directors, shareholders, and stakeholders. These principles have been implemented across the entire Group as follows:

Principle 1: **Recognizing the role and responsibility of the Board of Directors as organizational leaders in creating sustainable value for the business**

Code of Business Conduct

The Board of Directors has established the Code of Business Conduct, which is available to all employees, as a guideline for Directors, Executives, and employees to uphold the Group’s corporate values. Strict adherence to ethical business practices —“Doing what is right” —serves as the foundation for building a sustainable future for the Group. The Code of Business Conduct is accessible to all stakeholders via the Company’s website and internal communication platform.

Communication and Compliance

The Company prioritizes communication and integration of ethical business conduct into its corporate culture among Directors, Executives, and employees at all levels. For all newly appointed Directors, this process begins with the orientation, overseen by the Company Secretary and aimed at providing Directors with up to date information on business conduct and good governance practices, with the same being provided to existing Directors through the annual refresher program. . In 2024, all Directors (100%) were provided with information on good governance awareness, which includes business conduct principles.

The Company emphasizes inspiring employees to do the right thing and to operate with honesty and integrity. The orientation process for new employees includes familiarization with the code of business conduct, while ongoing knowledge reviews on business conduct are mandatory for all employees, including Executives, and are conducted on a regular basis.

We also understand the importance of constant reinforcement of our value. The Code of Business Conduct refresher training is provided every two years through the Company’s Learning Management System (LMS). In 2024, all employees and Executives (100%) completed the training and signed acknowledgments confirming their awareness and compliance with business conduct guidelines. Additionally, the Company offers annual training on related topics, including conflict of interest prevention, the Anti-Bribery and Corruption Policy, and the Insider Trading Policy, to ensure continuous compliance at all levels. After-training assessments are also conduct as a core part of the Company’s culture.

Monitoring and Auditing of Business Conduct Compliance

The Company has multiple mechanisms for monitoring code of conduct compliance, including internal audit processes and whistleblowing channels, where whistleblower identities are kept confidentially. Additionally, the Company also reinforces compliance through post-training assessment and review activities, requiring employees to confirm their awareness of and adherence to these requirements on an annual basis. The Board of Directors and Management are responsible for overseeing compliance and regularly reviewing the effectiveness of these practices.

To uphold ethical standards, transparency, and organizational discipline, the Company has established a range of penalties proportionate to the severity of any violations.

Board of Directors with Leadership Role

The Board of Directors is fully aware of and understands its duties and responsibilities as a driving force behind the business. These duties and responsibilities are clearly defined in the Company’s Organizational Regulations. The Board of Directors and the Group Executive Committee have fulfilled their responsibilities in accordance with their fiduciary duties. This includes acting with care and integrity (Duty of Care), remaining free from conflicts of interest (Duty of Loyalty), and complying with the law, the Company's objectives and Articles of Association, and resolutions of the Board of Directors and Shareholders' Meeting (Duty of Obedience). Additionally, they ensure that shareholders receive accurate, complete, transparent, verifiable, and timely information (Duty of Disclosure). The Organizational Regulations clearly reflects these principles.

The Board of Directors recognizes the importance of setting business direction and strategy. They incorporated both risks and opportunities and ESG contexts into the setting of short-term and long-term strategy and ESG goals for the Group. They also focused on resource allocation to effectively drive the Group’s success. To this end, the Board of Directors closely monitors the Group’s operations on a quarterly basis to ensure that Management implements the strategy set by the Board in a systematic and effective manner, significantly contributing to the Group’s strength and growth.

The Board of Directors also recognizes the importance of sustainability through good corporate governance. To this end, it has assigned the Sustainability Steering Committee with duty is to implement the Environment, Social, and Governance (ESG) policies and directives approved by

the Board, while also coordinating with all overseas subsidiaries on such matters. The Committee is further tasked with aligning the Group’s operations with its 2030 Sustainability Ambition and enhancing the Group’s financial disclosures to ensure compliance with the Task Force on Climate-related Financial Disclosures. The Sustainability Committee reports directly to the Board of Directors on a regular basis and provides performance report to shareholders as well.

The Company has also established the Risk Management Steering Committee, which is responsible for overseeing business risks management mechanisms, assessing risks and opportunities, and closely monitoring specific risk factors. The Committee reports any changes in risks to the Audit Committee for review. Furthermore, reports are provided to the Board of Directors on a quarterly basis, and the operations are regulatory reported to the shareholders.

Governance Agenda of the Board of Directors and the Board Committees

KEY TOPIC	BOARD OF DIRECTORS	AUDIT COMMITTEE	NOMINATION AND COMPENSATION COMMITTEE	GOVERNANCE COMMITTEE	INVESTMENT AND FINANCE COMMITTEE	SUSTAINABILITY STEERING COMMITTEE	RISK MANAGEMENT STEERING COMMITTEE
CORPORATE STRATEGY AND BUSINESS DIRECTION	●						
ESG	●					●	
RISK MANAGEMENT	●	●			●		●
BUSINESS ETHIC	●	●		●		●	
DATA PRIVACY AND SECURITY	●	●		●			●
HUMAN RESOURCE MANAGEMENT	●		●				
BOARD AND EXECUTIVE SUCCESSION	●		●				
FINANCE AND TREASURY	●	●			●		
TAX	●	●			●		
INVESTMENT AND DIVESTMENT	●	●			●		

Mechanisms to support the Board of Directors and Management in complying with laws, exercising due care, and avoiding conflicts of interest.

The Board of Directors has established various policies and guidelines to ensure robust and transparent corporate governance, covering both Directors and Management. These include an insider trading policy, a conflict-of-interest policy, a related transaction policy, and guidelines for reporting on conflicts of interest. This includes information about the Company's shares, their directorships or management roles in other organizations, a list of related persons, as well as non-participation in considering and voting on agenda items where there is a conflict of interest. The Board also emphasizes responsible management practices. The Manual of Authority has been adopted to ensure strong governance, systematic operations, clear responsibility, and verifiability across the Group. While Management is expected to operate efficiently, even across various locations, important decisions must receive approval from both Management and the Board of Directors.

Furthermore, the Board of Directors has established Board Committees to review and examine critical issues and make recommendations to the Board. These include matters such as financial reports, related party transactions, the effectiveness of internal control and governance systems, compliance systems, and adherence to good corporate governance, among others. The Charters of the Board Committees outline their specific responsibilities in detail.

Furthermore, the Board of Directors has Group Internal Audit and Compliance (GIAC) and Company Secretary functions serving as gatekeepers, ensuring that the Board fulfills its responsibilities and receives essential information to perform its duties effectively. These functions help verify that the Board’s operations comply with rules, regulations, and shareholders' meeting decision, as well as uphold strong corporate governance standards. For example, this includes identifying the insider list, maintaining a quarterly compliance dashboard, and other related activities.

Principle 2: **Define Objectives that Promote Sustainable Value Creation**

Vision, mission, and corporate values that consider stakeholders and are consistent with goals and corporate strategy.

The Board of Directors is responsible for determining the Company's objectives and long-term goals both business wise and sustainability wise, which are reflected in our vision, mission, and corporate values. These are reviewed annually to ensure alignment with the Company’s strategic direction. The primary goal of the business is to create long-term value for the Company, its customers, stakeholders, and society as a whole. Regular communication with all employees is maintained to ensure that the entire organization is aligned and moving in the same direction.

The Board of Directors' annual strategy and business plan preparation and review consider the medium-term strategy (3-5 years) and ensure alignment with the vision and mission in the context of a changing environment and evolving risk factors. This also includes a focus on the

Sustainability Ambition 2030, ensuring that the Company's long-term objectives are met while addressing emerging challenges and opportunities.

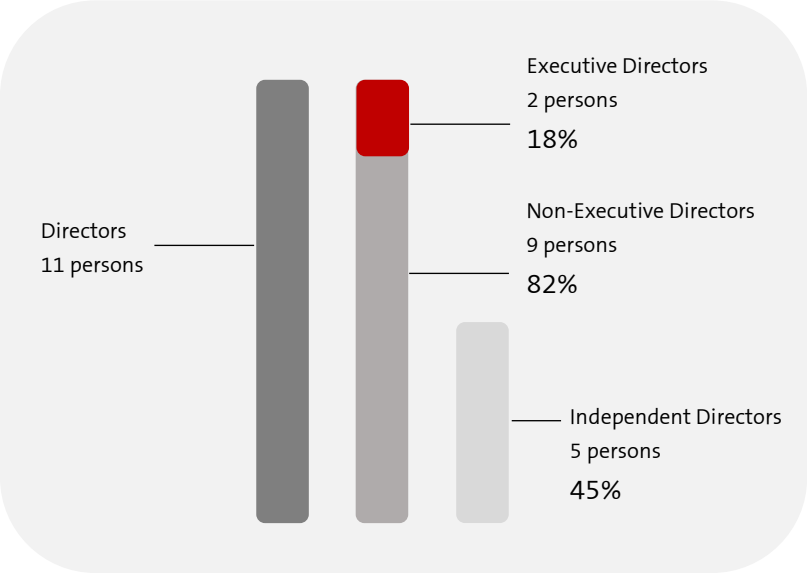
New technologies are appropriately utilized to ensure the Board of Directors has access to accurate and up-to-date critical information. This includes the use of a meeting application and an application for meeting material distribution, enhancing the efficiency of Board of Directors meetings, Board Committees meetings, Management meetings, and subsidiary Board meetings. These digital solutions enable the Board of Directors and Group Executives to review meeting documents anytime, improving both accessibility and information security.

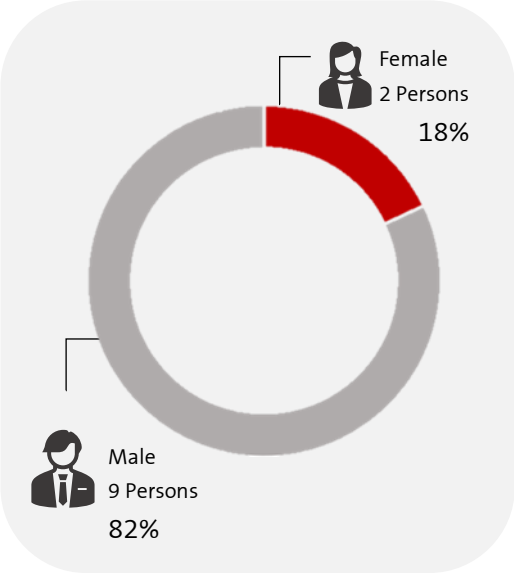
The Vision, Mission, and Values are detailed in the General Information Section.

Principle 3: **Enhancing the Effectiveness of the Board of Directors**

Restructuring the Board of Directors to be modern and aligned with current conditions

Composition, skill, and experience of the current Board of Directors





Board Skill Matrix

The Nomination and Compensation Committee, as delegated by the Board of Directors, is responsible for reviewing and making recommendations on potential adjustments to the structure of the Board of Directors and the Company's sub-committees. This includes consideration of diversity among non-executive Board or committee members, ensuring a balanced mix of knowledge, expertise, and experience that best serves the Group's business interests. The selection process is conducted without discrimination based on gender, race, or nationality. The current Board composition consists of 11 Directors in total, with 5 Directors possessing experience in the cement business. Details of Board Skill Matrix are as follows:

INDUSTRY / BUSINESS	NUMBER OF DIRECTORS (PERSON)	KNOWLEDGE AND EXPERIENCES	NUMBER OF DIRECTORS (PERSON)
CONSTRUCTION MATERIALS	8	Strategic Management	11
COMMERCE	8	Risk Management	10
PROPERTY DEVELOPMENT	7	Change Management	10
FINANCE & SECURITIES	7	Finance	10
ACCOUNTING	7	Leadership	10
BANKING	6	Corporate Management	9
CONSTRUCTION SERVICES	6	Fund Management	9
PROFESSIONAL SERVICES	5	Project Management	9
PROPERTY FUND & REITS	5	Data Management	9
ENERGY & UTILITIES	5	Economics	8
ENGINEERING	4	Budgeting	8
MINING	4	Audit	8
HEALTH CARE SERVICES	4	Governance/ Compliance	8
FOOD & BEVERAGE	4	Internal Control	7
INDUSTRIAL MATERIALS & MACHINERY	3	Law	6
INSURANCE	3	Sustainability	6
INFORMATION & COMMUNICATION TECHNOLOGY	3	Corporate Social Responsibility	6
TRANSPORTATION & LOGISTICS	2	Human Resource Management	5
PERSONAL PRODUCT & PHARMACEUTICALS	2	Marketing	5
AUTOMOTIVE	1	Statistics	5
HOME & OFFICE PRODUCTS	1	Negotiation	5
MEDIA & PUBLISHING	1	Brand Management	4
AGRIBUSINESS	1	IT Management	4
TOURISM & LEISURE	1	Procurement	4
ACHITECTURE	1	Digital Marketing	3
ELECTRONIC COMPONENTS	1	Data Analysis	3
STEEL	1		

The Directors have disclosed their skills and experience as part of the annual self-assessment, with each Director completing the skills matrix. Based on the 2024 Board Skill matrix, which considers the composition, skills, and experience of the Board members, it has been concluded that the current Board composition is well-suited for the Company’s business strategies. Furthermore, the assessment confirms that each Director is appropriately equipped to fulfil their responsibilities, both as a member of the Board of Directors and as a member of their respective

Board Committee. This conclusion aligns with the 2024 performance evaluation of the Board of Directors and its sub-committees.

The Nomination and Selection Process Leads to an Efficient Board of Directors

Policy on Qualifications and Recruitment of a Company Director

The Board of Directors has tasked the Nomination and Compensation Committee with maintaining the selection criteria of Directors, emphasizing diversity in Board composition. Using the Board skill matrix as a reference for determining the qualifications and for building the recruitment process for the Company's Directors, the Committee ensures that the Company’s business is best served by appointing Directors with the appropriate expertise and experience.

To this end, the Nomination and Compensation Committee has engaged a professional search firm to identify and nominate qualified candidates, both domestically and internationally, who meet the Committee’s established criteria. The Committee then conducts a thorough interview and selection process before recommending a candidate to the Board of Directors for further review. Once approved, the Board presents its recommendations to the shareholders, providing them with sufficient information for consideration and final approval.

In 2024, two Executive Directors were appointed, each possessing qualifications that align with the Company’s requirements, including knowledge, expertise, and experience in the cement business, as well as strategizing, management, and organizational development skills. Both Directors are expected to play a key role in enhancing the Company’s management efficiency, driving its business plan toward its goal, and ensuring even closer alignment with its established strategies.

One independent Director was also appointed, bringing the total number of independent directors on the Board to five (5). This Director possesses considerable credentials that meet the requirements of all relevant authorities and the Company. His skills and expertise are expected to enhance transparency and contribute to balanced management. Overall, the composition of the Board of Directors remains appropriate and well-aligned with the Company's current business strategy.

Qualifications of Directors

The Board of Directors currently consists of Directors who meet all qualifications and requirements, and none possess any prohibited traits per the Public Limited Company Act, BE 2535 (with amendments), and the Securities and Exchange Act B.E. 2535 (with amendments), and the relevant criteria maintained by the Stock Exchange of Thailand, the Securities and Exchange Commission, and other related organizations, as well as the Company’s own regulations. Considerations are also given to the diversity of vocational skills and specific expertise, with a strong emphasis on non-discrimination based on gender, age, nationality, ethnicity, religion, or any other characteristics. This ensures that the Company can meet its

objectives and business goals, generate long-term returns and value for shareholders, and build trusts with all stakeholders, ultimately supporting the Company’s sustainable growth.

Qualifications of Independent Directors

The company’s Independent Directors possess the qualifications and abilities specified by the Nomination Committee. This ensures all candidates are independent of the Company's Management and major shareholders and fully meet the qualifications required by law. The specific criteria are as follows:

1. Holding no more than 0.5% of the voting shares of the Company or its parent company, subsidiary, associate, major shareholder, or controlling person. The shares held by an Independent Director’s related person are treated as if they are held by the Independent Director (this requirement is more stringent than the regulations set by relevant authorities).

2. Not being, nor having been an Executive Director, employee, staff, paid advisor, or controlling person of the Company, its parent company, subsidiary, associate, same-level subsidiary of common parent, major shareholder, or controlling person, unless the status ended at least two years prior to the date of appointment date. This restriction does not apply if the independent Director held such as a position as a representative of a government unit that is a major shareholder or controlling person of the Company.

3. Not being, by consanguinity or affinity, a parent, spouse, sister, brother, child, or the child’s spouse of any other Directors, any Executive, major shareholder, controlling person, or person nominated as an Executive or controlling person of the Company or its subsidiary.

4. Not having had, nor currently having, a business relationship with the Company, its parent company, subsidiary, associate, major shareholder, or controlling person, in a manner that could interfere with their independent judgment. Additionally, the independent Director must not have been, nor currently be, a significant shareholder or controlling person of any entity that has a business relationship with the Company, its parent company, subsidiary, associate, major shareholder, or controlling person, unless such a relationship ended at least two years prior to the date of appointment date.

   The term ‘business relationship’ as used in the first paragraph includes any normal standard business transaction, rental or lease of immovable property, asset or service transactions, or the provision or receipt of financial assistance through loans, guarantees, collateral, or any similar transactions. These result in the Company or its counterparty becoming indebted to the other party in an amount equal to or exceeding three percent the Company’s net tangible assets or THB 20 million, whichever is lower. The amount of such indebtedness will be calculated according to the method for valuing connected transactions under the Capital Market Supervisory Board’s Notification and related rules on connected transactions, applied mutatis mutandis. For the purpose of considering a business relation as described in this section, any indebtedness incurred withing one year prior to the commencement of the business relationship with the individual will also be taken into account.

5. The individual must neither be, nor have ever been, an auditor of the Company, its parent company, subsidiary, associate, major shareholder, or controlling person. Additionally, they must not be a significant shareholder, controlling person, or partner in an audit firm that employs the auditors of the Company, its parent company, subsidiary, associate, major shareholder, or controlling person, unless such relationship has ended at least two years prior to the date of appointment.

6. The individual must not be, nor have ever been, a provider of professional services, including legal or financial advice, who received service fees exceeding THB 2 million per year from the Company, its parent company, subsidiary, associate, major shareholder, or controlling person. They must also not be a significant shareholder, controlling person, or partner in the professional service provider, unless such a relationship ended at least two years prior to the date of appointment.

7. The individual must not be a Director appointed as representative of the Company’s Directors, major shareholders, or shareholders related to a major shareholder.

8. The individual must not be engaged in a business that is of the same nature and in significant competition with that of the Company or its subsidiary. They must also not be a significant partner in a partnership, not be an Executive Director, employee, staff, paid advisor, or hold over one percent of the total voting shares in another company that undertakes business of the same nature and in significant competition with that of the Company or its subsidiary.

9. The individual must not possess any other characteristics that would impair their ability to express independent opinions regarding the Company’s business operations.

Process of Director Appointment

The shareholders' meeting appoints Directors in accordance with the method set forth in Article 12 of the Articles of Association. In summary, each share gets one vote. The shareholders vote on the Director nominations one by one.

Each Director must be approved by more than half of the shareholders in attendance and casting their votes. The Board of Directors offers rights to minority shareholders to nominate a person to be elected as a Director at the annual general meeting of shareholders at least 3 months.

The Board of Directors can appoint Directors in accordance with the procedures outlined in Article 14 of the Company's Articles of Association. In summary, this can be done only when a Director's position becomes vacant for reasons other than retirement by rotation, unless the remaining term of the Director is less than two months, and it must be approved by the Board of Directors by at least three-fourths of the remaining Directors. The Director elected as the replacement may serve only for the remainder of the term of the Director they replace.

Board of Directors Performance and Performance Appraisals

Balance of Power between the Chairman and the Group CEO

The Organizational Regulations is an important document in the Board of Directors' operation because it ensures a balance of power and transparent administration by clearly separating the roles of the Chairman of the Board of Directors and the Group Chief Executive Officer in accordance with good corporate governance principles.

The Company clearly defines the roles and responsibilities of the Chairman of the Board of Directors and the Group Chief Executive Officer, ensuring a balance of power is in place and that, subsequently, that transparency in business undertaking is maximized. The Organizational Regulations, to this end, clearly separate the roles of the Chairman of the Board of Directors and the Group Chief Executive Officer, with the Chairman of the Board of Director’s role being to supervise the Board of Directors’ operation, providing strategic advice, and monitoring the operation of Management, and the role of the Group Chief Executive Officer being to oversee the Group’s business operation in alignment with the policies and strategies approved by the Board of Directors, as well as to report the status of such operation to the Board of Directors consistently.

The Company has also established an independent oversight mechanism, which includes Independent Directors whose role is advising the development of systematic operation reporting schemes. The Board of Director conducts meetings regularly to ensure constant and effective communication. In addition, a Group Chief Executive Officer assessment system is also in place, which constantly assesses the Group Chief Executive Officer’s performance. The Group’s focus is on good corporate governance standard through proper balance of power and effective auditing mechanisms, all contributing to building trust in our shareholders, investors, and all stakeholders, as well as fostering the Group’s long-term, sustainable growth.

Details of the Roles and Responsibilities of the Chairman and Group Chief Executive Officer can be found in Attachment 5 under Charters which is also available on the Company’s website.

Directorship in a Listed Company

The Company’s Governance Policy dictates that each Director may hold directorship in no more than 5 listed companies under the Stock Exchange of Thailand. This is to ensure each Director can devote sufficient time and effort to directing the Company. We are pleased to report that all Directors remain fully compliant to this policy.

The Company’s policies disallow a member of the Group Executive Committee holding directorship in any other company, exceptions being companies that are part of the Group. Such directorship is subject to the Nomination and Compensation Committee’s consideration and the Board of Directors’ approval.

The Board of Directors has the responsibility to closely monitor this matter by including it as part of the Conflict of Interest Report which covers the Company’s securities holdings, disclosure of related persons, and other interests, as well as the holding of positions in other juristic persons.

The Company Secretary is responsible for reporting on these matters quarterly to the Board of Directors.

Meetings of the Board of Directors and Board Committees

All Directors carry out their responsibilities carefully and cautiously, assigning and dedicating sufficient time to do so. The agenda for the Board of Directors meeting is set by the Chairman of the Board and the Group Chief Executive Officer, with the Company Secretary reviewing it for compliance with the legislation, the Articles of Associations, and the Company's Manual of Authority. In addition, the Company sees the importance of effective meeting scheduling. By no later than the middle of each year, the dates and standing agenda items for the critical meetings next year shall be set and communicated to the Directors, allowing the Directors to manage their schedule efficiently, and likewise allowing them to monitor the operation of the Company effectively.

The number of Board of Directors meetings is determined based on the Board of Directors' duties and responsibilities, as well as the nature of the company's business operations. In 2024, there were 8 board meetings, all of which were facilitated by a combination of electronic and physical meetings (Hybrid), Management also regularly submits reports on performance and development plans assigned by the Board of Directors, ensuring the Board can continuously and promptly supervise and monitor Management’s operations. The Board of Directors encourages relevant personnel from Management to attend the Board of Directors meetings to provide additional information and details directly related to the agenda, and to gain acquaintance with Management.

The Board of Directors holds an annual meeting among non-executive directors, excluding Executive Directors or Management, to allow independent discussion and recommendations regarding Management’s performance. The Chairman of the Board subsequently communicates these recommendations to the Group Chief Executive Officer.

In 2024, the attendance of all Directors in all meetings throughout the year is 100%, with the attendance details as follows:

List of Board of Directors' name		Position	Total Attendances/ Total Meetings						
			Annual General Meeting (no EGM)	Board Meeting	Audit Committee Meeting	Governance Committee Meeting	Nomination and Compensation Committee Meeting	Investment and Finance Committee Meeting	Non-executive Director Meeting
Non-executive Directors									
1	Mr. Paul Heinz Hugentobler	Chairman	1/1	8/8	-	-	7/7	-	1/1
2	Ms. Nopporn Tirawattanagool	Director	1/1	8/8	-	-	-	-	1/1
3	Mr. Tinnawat Mahatharadol	Director	1/1	8/8	-	-	7/7	6/6	1/1
4	Mr. Siva Mahasandana	Director	1/1	8/8	-	-	-	-	1/1
5	Mr. Robbert Egbert Johannes van der Feltz van der Sloot	Director	1/1	8/8	-	-	7/7	-	1/1
6	Dr. Subhak Siwaraksa [*/1]	Director	1/1	4/4	-	1/1	-	-	1/1
Audit Committee									
7	Dr. Sunee Sornchaitanasuk	Chairperson of Audit Committee	1/1	8/8	11/11	-	-	-	1/1
8	Mr. Charin Satchayan	Member of Audit Committee	1/1	8/8	11/11	2/2	-	-	1/1
9	Mr. Onne van der Weijde	Member of Audit Committee	1/1	8/8	10/11	-	-	6/6	1/1
Executive Directors									
10	Mr. Ranjan Sachdeva [*/2]	Group CEO and Group CFO	1/1	7/7	-	-	-	-	-
11	Mr. Montri Nitikul [*/3]	CEO of Thailand Cement Business	1/1	7/7	-	-	-	-	-

***Less than one year of term**

Note

1. Dr. Subhak Siwaraksa resigned from his position on 19 August 2024, and was appointed as an Independent Director, assuming the remaining term of Mr. Stephen Patrick Gore, effective 29 November 2024.
2. Mr. Ranjan Sachdeva was appointed the Group Chief Executive Officer, replacing Mr. Aidan John Lynam, effective 10 February 2024.
3. Mr. Montri Nithikul was appointed an Executive Director by the AGM Year 2024, effective 29 March 2024.

Director Training and Development

The Board of Directors encourages Directors, and helps facilitate, joining training courses and seminars on matters relating to effective directorship. Such courses include those by the Thai Institute of Directors (IOD), overseas organizations, relevant authorities, and internal training courses. Company site visits are also available, as are client site visits, depending on the needs of each Director.

The Company Secretary is responsible for preparing important documents and essential information related to the performance of the duties of the new Directors for the Director Orientation Program, which includes documents that the Directors will use as references throughout the performance of their duties, collectively known as “the Board Manual”. The Board Manual is divided into four sections. The first section contains work rules such as organizational regulations, committee charters, manual of authorities, certificates, regulations, and code of business conduct, among other things. The good corporate governance rules of relevant agencies constitute the second section. The third section contains forms and related material, such as courses on Director performance. The minutes from the previous year's meetings make up the fourth section. The Company Secretary is responsible for organizing Director training in order for them to understand the information in the Board Manual.

In addition, Management conducts an orientation to familiarize new Directors with the Company's nature and business practices and internal control systems of the Group by introducing the members of the Group Executive Committee and key functions, including business visits by the Company and its Group Companies.

All of the Company's Directors are competent and have extensive business expertise in a variety of industries, and they have dedicated time and effort to fulfilling their responsibilities in order to enhance the Company's Board of Directors. All Directors are free to express their opinions and use their experience and expertise to carry out their duties with honesty, caution, and prudence, keeping in mind the best interests of the company and fairness to all shareholders.

Trainings / Seminars Attended by Directors in 2024

Directors	Training Courses until end of 2024
Ms. Nopporn Tirawattanagool	• Green Banking by Bank of Ayudhya Public Company Limited • Generative AI and Chat GPT by Bank of Ayudhya Public Company Limited • Office Market Update and Office Style Trend by Grand Canal Land Public Company Limited
Dr. Sunee Sornchaitanasuk	• Maximizing Performance through mind-body wellness
Mr. Onne van der Weijde	• Chemistry, MathTutorDVD

Directors	Training Courses until end of 2024
Mr. Robbert Egbert Johannes van der Feltz van der Sloot	• Inclusiveness in a changing environment • Effective performance management
Mr. Ranjan Sachdeva	• Leading from the Chair (INSEAD) 2024 (Chairman Course) • e-Learning CFO’s Refresher by SET 2024
Mr. Montri Nitikul	• Team Collaboration MBTI Workshop

Participation in director training programs conducted by the IOD and other institutions.

Currently, all of the directors (100%) have completed training programs relevant to their duties as company directors.

Training Courses \ Name of Directors	Mr. Paul Heinz Hugentobler	Ms. Nopporn Tirawattanagool	Mr. Tinnawat Mahatharadol	Mr. Siva Mahasandana	Dr. Sunee Sornchaitanasuk	Mr. Charin Satchayan	Mr. Onne van der Weijde	Mr. Robbert Egbert Johannes van der Feltz van der Sloot	Dr.Subhak Siwaraksa	Mr. Ranjan Sachdeva	Mr. Montri Nithikul
Leading from the Chair by INSEAD	•									•	
Company Direction, The Chartered Institute of Directors Nigeria							•				
Director Accreditation Program (DAP)		•			•			•	•	•	
Director Certification Program (DCP)		•	•	•	•	•			•	•	•
Role of the Compensation Committee (RCC)		•									
Audit Committee Program (ACP)		•			•						
Advance Audit Committee Program (AACP		•							•		
Financial Institutions Governance Program (FGP)		•							•		
Financial Statement for Directors (FSD)											•
Anti-Corruption for Executive Program (ACEP)		•									
Risk Management Program for Corporate Leaders (RCL)		•		•							
Risk Management Committee Program (RMP)			•								
Strategic Board Master (SBM)					•	•					
Ethical Leadership Program (ELP)					•						•
Successful Formulation and Execution of Strategy (SFE)					•						
Role of the Chairman Program (RCP)					•						
Monitoring the Internal Audit Function (MIA)					•	•					
Monitoring the System of Internal Control and Risk Management (MIR)					•						

Training Courses / Name of Directors	Mr. Paul Heinz Hugentobler	Ms. Nopporn Tirawattanagool	Mr. Tinnawat Mahatharadol	Mr. Siva Mahasandana	Dr. Sunee Sornchaitanasuk	Mr. Charin Satchayan	Mr. Onne van der Weijde	Mr. Robbert Egbert Johannes van der Feltz van der Sloot	Dr.Subhak Siwaraksa	Mr. Ranjan Sachdeva	Mr. Montri Nithikul
Chartered Director Class (CDC)					•						
Quality of Financial Reporting (QFR)					•						
Director Diploma Examination (DDE)					•						
Board that Makes a Difference (BMD)						•					
Director Leadership Certification Program (DLCP)					•						

For more information, please see the Attachment 1, which contains details Information of the Board of Directors, Executives, Group Chief Financial Officer, Chief Accountant, and Company Secretary.

Assessment of Directors' Performance

The Company assesses and reviews the performance of the Board of Directors and Board Committees on an annual basis, with the assessment results being used for further improvement of the Board of Directors' future performance.

The assessment process employs assessment forms, one for Board committees and one for individual Directors, which are designed based on the Stock Exchange of Thailand's guideline, and which are in alignment with the roles and responsibilities defined by the organization charters. Each topic of assessment is scored on a scale of 1 to 5 (1 = Needs improvement, 5 = Excellent.) The assessment process is in the Cross-Evaluation format to ensure well-round, transparent, and comprehensive results.

- Criteria for Board of Directors assessment – Comprised of topics including (1) Director qualifications and Board of Directors composition, (2) Roles and responsibilities as dictated by the organization charters, and (3) Board of Directors compliance and risk management.

- Criteria for Board Committees assessment – Comprised of topics including roles and responsibilities as dictated by the organization regulations, with cross-evaluation with directors from different committees being part of the assessment process.

- Criteria for individual director assessment – Comprises of topics including (1) Knowledge, understanding, and support provided relevant to the roles and responsibilities of a Director, and (2) compliance with organizational regulations.

The Company Secretary prepares and submits the assessment forms to Directors both by hand and via online channels. Afterwards, the Company Secretary is responsible for processing the assessment result and presenting such results to the relevant Board Committees and the Board

of Directors for acknowledgement.

In 2024, the assessment results of Board of Directors, Board Committees, and individual Directors are classified as ‘Excellent,’ an improvement compared to the results of 2023. In conclusion, the Board of Directors and Board Committees were satisfied with such performance. In addition, critical suggestions were provided relating to sustainability and the environment, marketing and market competitiveness, operation efficiency and costs, human resource development and organizational capacity, and strategic developments. These critical suggestions are to be built upon in an effort to further improve the operation of the Board of Directors and Board Committees.

Criteria of Director Remuneration

The Board of Directors has tasked the Nomination and Compensation Committee with considering the criteria for determining the remuneration of the Board of Directors and Board committees in a transparent process, taking into account the suitability and responsibilities of the position, as well as other factors such as the company's business and operating results, norms in the same market and industry, economic conditions, and other facts, which are compared to industry standards. After careful consideration, the Nomination and Compensation Committee submits its opinion to the Board of Directors for consideration and screening, followed by a proposal to the shareholders for approval.

All forms of Director’s remuneration must be approved by at least two-thirds of shareholders present at the meeting. The shareholders approved the following principles for the payment of remuneration for the Company's directors at the Annual General Meeting of Shareholders No. 31, held on March 29, 2024:

Remunerations of directors consist of monthly Director fees and/or meeting fees, and bonuses. Payments of remunerations of Directors shall be made in accordance with the following principle from the day the resolution is passed by a vote of the Shareholders onwards and until the Shareholders’ Meeting determines otherwise.

Directors’ Remuneration: The Board members shall receive monthly Director fees and/or meeting fees (as the case may be), at the aggregated amount of not more than the annual budget of THB 45 million. The Board of Directors shall allocate such remuneration accordingly (exception being Executive Directors, who do not receive Directors’ remuneration)

Directors’ Bonuses: The Board members shall receive the annual bonuses in the aggregated amount of not exceeding THB 15 million. The Board of Directors shall allocate accordingly.

Other Benefits for Directors: None (Does not include benefits provided to all employees)

The provisions of the foregoing paragraphs shall not affect the right of the staff or employees of the Company who are elected as Directors to receive their remunerations and benefits as officers or employees of the Company.

The rates of monthly renumeration for Directors and their meeting fees (on a case-by-case basis) for 2024 are as follows:

Board / Committee	Position	Monthly Fee (THB/Person/Month)	Meeting Fee
Board of Directors	Chairman	240,000	-
	Director	120,000	-
Audit Committee	Chairperson	180,000	-
	Director	120,000	-
Nomination and Compensation Committee	Chairman	120,000	-
	Director	75,000	-
Governance Committee	Chairman	-	120,000
	Director / Member	-	75,000
Investment and Finance Committee	Chairman	120,000	-
	Director	75,000	-

Details of Remuneration received in 2024 by each Director are as follow:

List of Directors	**Total of Director Fee Paid in 2024 (THB)**						
	Board of Directors	Audit Committee	Governance Committee	Nomination and Compensation Committee	Investment and Finance Committee	Bonus Paid in 2024 (THB)	Total Amount Paid in 2024 (THB)
Non-Executive Directors							
1 Mr. Paul Heinz Hugentobler	2,880,000	-	-	1,440,000	-	720,000	5,040,000
2 Mr. Vanchai Tosomboon*/1	360,000	-	-	225,000	-	390,000	975,000
3 Ms. Nopporn Tirawattanagool	1,440,000	-	-	-	-	240,000	1,680,000
4 Mr. Tinnawat Mahatharadol	1,440,000	-	-	900,000	900,000	540,000	3,780,000
5 Mr. Stephen Patrick Gore*/2	912,000	-	-	570,000	570,000	540,000	2,592,000
6 Mr. Siva Mahasandana	1,440,000	-	-	-	-	240,000	1,680,000

List of Directors	Total of Director Fee Paid in 2024 (THB)						
	Board of Directors	Audit Committee	Governance Committee	Nomination and Compensation Committee	Investment and Finance Committee	Bonus Paid in 2024 (THB)	Total Amount Paid in 2024 (THB)
Independent Directors							
7 Dr. Sunee Sornchaitanasuk	1,440,000	2,160,000	-	-	-	600,000	4,200,000
8 Mr. Charin Satchayan	1,440,000	1,440,000	240,000	-	-	520,000	3,640,000
9 Mr. Onne van der Weijde	1,440,000	1,440,000	-	-	1,440,000	720,000	5,040,000
10 Mr. Robbert Egbert Johannes van der Feltz van der Sloot	1,440,000	-	-	900,000	-	390,000	2,730,000
11 Dr.Subhak Siwaraksa*/3	1,032,000	-	75,000	75,000.00	-	265,000	1,447,000
Executive Directors							
12 Mr. Ranjan Sachdeva	-	-	-	-	-	-	-
13 Mr. Montri Nithikul	-	-	-	-	-	-	-
14 Mr. Aidan John lynam*/4	240,000	-	-	-	-	240,000	480,000
					Total	**5,405,000**	**33,284,000**

* Less than one year term

Note

1. Mr. Vanchai Tosomboon retired from the position as a Director as of the AGM No. 31 (Year 2024) on 29 March 2024. He expressed his wish not to be re-elected as a Director.
2. Mr. Stephen Patrick Gore resigned from the position as a Director as of 19 August 2024.
3. Dr. Subhak Siwaraksa resigned from the position as a Director as of 19 August 2024. He was later appointed an independent Director as of 29 November 2024, assuming the term of Mr. Stephen Patrick Gore.
4. Mr. Aidan John Lynam resigned from his position as a Director as of 9 February 2024.
5. After AGM 2024, an executive does not receive remuneration as a director. However, the table above did not include LANNA and TAE.

Accrued amount of Director remuneration payable in 2025 is the bonus of the year 2024 for THB 4,646,500 allocated by the Board of Directors as approved by the Shareholders Meeting.

Corporate Governance for Subsidiaries and Associated Company

Nomination of Directors for Subsidiaries and Associated Companies

The nomination process of a Director of a subsidiary or associated company follows the Organizational Regulations, NCC Charter and GEXCO Charter. In summary, the Group CEO is in charge of nominating Directors and Executives of subsidiaries and associated companies for consideration and approval by the Nomination and Compensation Committee and the Board of Directors, taking into consideration the knowledge, experience, and expertise of each candidate with no discrimination based on the gender or age, and then proposing them for appointment

under the relevant legal procedure to subsidiaries and associated companies. The Company has also elected to have more young representatives working in subsidiaries and joint ventures to keep with the global trend.

Supervision of Subsidiaries and Associated Companies

The Board of Directors is aware of their responsibilities in supervising each Group Company, leading to a clear governance structure being designed. The Group’s governance structure provides the means for checks and balances between the subsidiaries/associated companies and the Group Management. For example, the CFO of a subsidiary reports to the subsidiary’s CEO and the subsidiary CEO reports to the Group CEO. In addition, there are other corporate functions such as Strategy, Manufacturing, and Group Internal Audit and Compliance who provide independent oversight and feedback to the Audit Committee and the Board of Directors.

Many mechanisms are employed for supervision of subsidiaries and associated companies, including monthly reporting of operating results, both on the financial and non-financial sides, such as compliance, OH&S and cyber security to the Group Management meeting and the meeting of the subsidiary's Board of Directors, which is held approximately five times a year, before the meeting of the Group Board of Directors in each quarter. Furthermore, Senior Executives from subsidiaries and associates must present business plans and yearly budgets at Board of Directors meetings, which are specifically arranged for strategic consideration of the business plan and budget.

Additionally, the Company has set the format of various reports of the subsidiaries to be of the same or similar form and structure for efficient internal control. As a result, measures and/or systems to control the business within the subsidiaries are consistent with the Company's system by defining the corporate governance mechanism for the subsidiaries' management and officers to work proactively and collectively with the Company's management and officers. Furthermore, the subsidiaries have been directed to disclose information on their financial position and operating results, related party transactions, the acquisition or disposition of material assets, capital increase, capital reduction, and the completion and accuracy of important transactions.

The Board of Directors has a supervisory mechanism that allows them to control, supervise, manage, and be responsible for the operations of subsidiaries and associated companies, as well as to maintain benefits in both investments and to carefully manage the subsidiaries' business. In this regard, the Board of Directors has considered the relevant issues of the Group's subsidiaries and associated companies for effective internal control and risk management.

For the joint venture in Cambodia (Chip Mong INSEE Cement Corporation), in which the Company is a minor shareholder, to ensure maximum efficiency and output, the Company has entered into an agreement with other shareholders to reserve the right to veto against critical matters, in order to safeguard the Company’s investment.

For subsidiaries in Thailand wholly owned by the Company, no such agreement exists. Near the end of 2024, the Company has acquired a new subsidiary namely Lanna Resources Public

Company Limited (LANNA) and indirect subsidiaries namely (1) Thai Agro Energy Public Company Limited, (2) Lanna Power Generation Company Limited, (3) PT. Singulurus Pratama, (4) PT. Lanna Harita Indonesia, (5) United Bulk Shipping PTE. LTD., and (6) PT. Persona Khatulistiwa Nusantara, which were acquired as part of the mandatory tender offer, the details of which can be found in the LANNA and TAE tender offer, disclosed to the Stock Exchange of Thailand in the fourth quarter of 2024.

Collaboration between the Board of Directors and the Company Secretary

The Board of Directors has established the required qualifications and experience of the Company Secretary that are necessary to perform the duties of providing advice on legal and regulatory issues that the Board of Directors must be aware of and is responsible for appointing a Company Secretary. The Company Secretary is in charge of providing legal and regulatory advice, observing and supervising the activities of the Board of Directors, and coordinating with all relevant parties to ensure that the Board's resolutions are followed.

Furthermore, the Company Secretary proposes draft agenda of Board of Director meetings for consideration and approval by Management and the Chairman of the Board. The agenda shall cover the duties of the Board of Directors, the requirements of the law, the charter, the Company's internal rules, and good corporate governance. She is also in charge of ensuring that the Board of Directors' and shareholders' meetings are conducted in accordance with the law, including various conditions relating to the arrangement of electronic meetings for the Board of Directors and shareholders. In each Board’s meeting, the Chairman will discuss with directors and take their comment to develop the agenda for the next meeting.

In 2024, an invitation to the Board of Directors' meeting was sent to Board Members at least seven days in advance in alignment with the Company’s Articles of Association, so that the Directors could study the information prior to attending the meeting. The Board of Directors could obtain any additional information needed from the Group Chief Executive Officer, Company Secretary, or other Executives delegated. If necessary, the Board of Directors could seek independent opinions from consultants or other outside professionals.

The Company Secretary is encouraged by the Board of Directors to receive ongoing training and knowledge development. Attachment 1 shows the Company Secretary's qualifications and experience.

Principle 4: **Nomination and Development of Executives and People Development**

Nomination, Training and Development and Succession Plan for the Executives

Nomination of Group CEO and Executives

The Board of Directors sees the importance of the Group’s executives’ capabilities, and so mandated that the policies and practices relating to the recruitment processes of all Executives are meticulous and transparent, to ensure Executive candidates are of utmost professionalism.

The duties of nomination and structural review of critical Group Executive positions are delegated to the Nomination and Compensation Committee (NCC) per the NCC Charter, with counseling services from third parties of international standards in addition to the existing criteria set by the Company. For the Group CEO position, which is the highest executive position within the Group, the NCC is responsible for considering the qualifications of the candidates, conducting interviews, and presenting suitable candidates to the Board of Directors for approval. It should be noted that the nomination processes for high level executive positions must consider a wide range of criteria, including the knowledge, experience, the ability to manage the Company in alignment with the established strategy, past notable achievements, and the integrity of a candidate. The Company hence proceeds with such nomination with great care and transparency, ensuring that the eventual Executives resultant of these processes are of sufficient capability to lead the Company to long term, sustainable prosperity.

Succession Plan for Executives

In developing succession plans, the NCC is delegated by the Board of Directors with creating a transparent environment, establishing the scopes for Executive assessment, overseeing succession candidates, ensuring that the succession pipelines are prepared with high capacity younger generation of candidates at the ready, reviewing existing succession plans in conjunction with the Group CEO, reviewing capacity building programs for subsidiaries’ Directors and Company’s representatives acting as Directors of companies wherein the Company hold shares. All of this is to ensure the matter of succession is handled efficiently, with the NCC being responsible for reporting operations relating to these topics to the Board of Directors for further approval.

The Group has established a systematic succession scheme via Developing Leadership Quality (DLQ) which was designed to identify and access potential successors suitable for critical executive roles, using INSEE Competency, which covers all core competencies and leadership competencies, as the benchmarking tool, focusing particularly on shape transformation strategies and INSEE Agility Mindset, which emphasizes work agility and adaptability. This shall ensure future Executives of the Company are capable of driving the Company towards sustainability in the most effective manner.

Training and Development of Executives

The Board of Directors has approved the Group's Human Resources Policy, which was reviewed and recommended by the Nomination and Compensation Committee in order to establish a framework and basic criteria for human resource management that is consistent throughout the organization.

The NCC is charged by the Board of Directors with building the leadership capacity of Executives and Senior Management, with the goal being to build expert leaders of their respective fields. Assessment of the leadership capacity of these personnel is provided by independent experts. The Board of Directors promotes and supports Senior Executives to undertake trainings relevant

to their roles and responsibilities. The following are corporate governance programs Executives of the Company have attended, up to the end of 2024:

No.	Executives	Training Courses until end of 2024
1	Mr. Ranjan Sachdeva	• DAP class 173/2020 • DCP class 313/2021 • Leadership from the Chair by INSEAD • E-Learning CFO Refresher by SET*
2	Mr. Montri Nithikul	• Corporate Governance for Executives SCCC/2015 • Ethical Leadership Program class 5 • Directors Certification Program class 240 • Financial Statement for Directors 47/2022 • Team Collaboration MBTI Workshop*
3	Mr. Eamon John Ginley	-
4	Mr. Hemant Mudgal	DAP 216/2024*

Note: *Training in 2024

Appropriate Performance Evaluation and Remuneration Framework for Management

The Company sees the importance of a systematic and transparent compensation scheme, with the eventual aim being to attract and retain talents, and to maintain motivation among employees. Compensation policies and programs are designed for use Group-wide to ensure complete alignment within the Group, and that compensation is provided to employees consistent with the performance of the Company. The scheme also reviews compensation of Executives for approval by the Board of Directors. For the Company and Thailand subsidiaries, review of Executives' performance assessment and compensation including bonuses and pay raise are conducted annually. The NCC undertakes such actions under the principle of good corporate governance and transparency, with the approval of the Board of Directors.

Performance assessment of Executives considers multiple aspects, including the performance of the Company, alignment with the Company's policies, and ESG performance.

1. Business performance
2. ESG performance relative to the Company's target, such as clinker factor reduction, thermal substitution rate (TSR) increase, etc.
3. Personal performance relative to the set target, such as

3.1 Key performance indicators (KPIs)

3.2 Critical tasks

3.3 Leadership competencies

In 2024, assessment of the performance of the Group CEO and members of the GEXCO points to an outstanding performance across the board, in alignment with the positive developments the Company is experiencing. In turn, the NCC incorporates the result of this assessment into future compensation scheme as an additional factor for consideration for determining Executive compensation.

The NCC is charged with designing an Executive compensation scheme that is fair, proportionate to an Executive's role and responsibilities, and in alignment with the objectives, goals, performance, and long-term interests of the Group, with consideration towards compensation schemes by industrial peers and business in adjacent industries for reference.

The NCC is of the opinion that the current compensation scheme is sufficiently incentivizing and competitive relative to industrial standard, with the compensation package including salary, short-term bonus, long-term incentive (LTI) paid periodically over three years as performance targets are met. LTI is a crucial mechanism for fostering sustainable growth, promoting Executives building long-term value for the Company and driving the Company in a manner that is aligned with the interest of the Shareholders.

The Board of Directors have mandated that there are clear communications within the Company relating to performance assessment, to ensure that the compensation scheme accurately reflects the performance of Executives and promotes long-term success of the organization.

Principle 5: **Nurture Innovation and Responsible Business**

Nurturing Innovation at Siam City Cement

The Board of Directors sees the importance of promoting the use of innovation in response to the changing global context and the technological expectations of our customers, partners, and key stakeholders for changes that are beneficial or create shared values for the business, customers, business partners, society, and the environment. The transformation, however, must be based on sound business practices. The Board of Directors has directed Management to include innovation promotion in strategy reviews and to plan for consistent operational growth. In particular, the Company's focus is to continuously strengthen the Company's competitiveness and at the same time reduce our carbon footprint and the carbon intensity in our products, and we are now actively adopting an open innovation network approach by joining technology and industry leaders for joint development projects. Such partnerships are supporting our needs to access leading technologies faster and, thus, reducing time to incubate and commercialize. The scope of these partnerships covers all critical functions from product and application development to

manufacturing technologies including the deployment of artificial intelligence applications in many business segments we are operating in.

The Board of Directors and the Group Executive Officer support activities and promote innovations in the organization that are critical to its long-term viability, as follows:

Employees Participation in an Innovative Culture and New Products or Businesses

Siam City Cement Group understands the importance of innovation as a result of technological developments and the changing market environment and promotes the company as an innovative organization. Employees are encouraged to participate in innovation as part of the company's culture. Throughout the year, seminars and workshops are held on a regular basis and provide ideas to improve and boost efficiency in business operations (core innovation), as well as encourage initiatives among young thinkers to create new business models to generate income and a mechanism to help fulfil market demands in a changing environment.

Support for Sustainable Innovation Organization

The Company is well aware of the importance of creating and supporting sustainable innovations within the organization. In this regard, the Group CEO assumes the duty to be directly responsible in mapping out the policy, management and operations of all innovative promotional activities which includes providing support and facilitations of employees initiatives in carrying out operations on various innovation projects, in an expeditious and efficient manner, as well as providing support and resources for education or research to acquire additional information that is beneficial to the developments of creative projects that give rise to new business models.

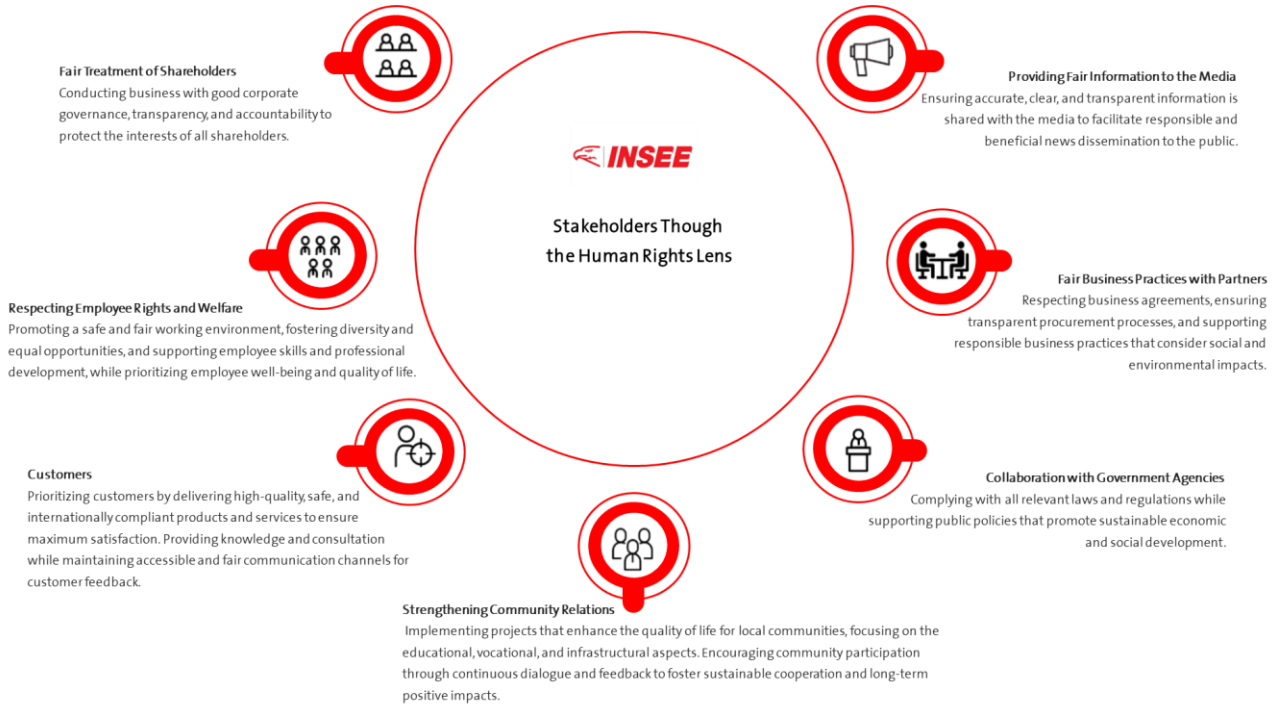
The Company understands the significance of innovation and its mutual corporate value for the benefit of the business, customers, business partners and stakeholders as well as the society and environment. In this respect, emphasis on the creation of corporate culture, and support to various activities as well as working in collaboration with related external organizations in order to promote for the acquisition of new innovation is an evergreen goal of the Company.

Business Operations with Corporate Social and Environmental Responsibilities

Responsible for Stakeholders and Remediation

The Board of Directors understands the significance of creating values for all stakeholders and has worked to ensure that fair treatment of all stakeholders, consistent with their rights as prescribed by relevant laws and any agreements in place between said stakeholders and the Company, are always upheld. We also strive to continuously uphold stakeholders’ trust and foster a healthy relationship with the stakeholders, be they Company employees, local communities in proximity of our business operations, the society at large, shareholders, investors, customers, suppliers, creditors, government agencies, business competitors, and independent auditors. We avoid any actions that violate the rights of stakeholders at all costs and have in place compensation mechanisms for those damaged by any potential violations.

The Company has a resolute commitment to human rights and has made human rights adherence an integral part of the Company’s business procedures, focusing on doing business fairly and transparently, whether with employees, customers, business partners, or any other party. The Company likewise expects all parties it deals with to adhere to the principle of human rights with equal devotion, in the interest of fostering a long-term, sustainable partnership with all stakeholders with the following:



The Group believes that respect for human rights is the foundation of a sustainable business. Therefore, we aspire to grow alongside society with responsibility and transparency. Our aim is to create value for our stakeholders, with the eventual goal of being the organization that is trusted by all and that is one of the driving forces of sustainability.

The Board of Directors realizes the importance of protecting personal information of all stakeholders, namely shareholders, employees, customers, business partners by strictly complying with the Personal Data Protection Act (PDPA). The Company has established a Personal Data Protection Policy that defines responsibilities, accountability, and appropriate security measures, Additionally, the Company has published its privacy policy on the Company’s website.

Furthermore, the Company provides stakeholders with channels to exercise their personal data rights through a request form on the Company’s website. A complaint and whistleblowing system is also available through INSEE Speak up. Upon receiving any complaints or whistleblowing reports, the Company investigates the facts and action in accordance with Whistleblowing Policy.

Over the year, the Company has no received complaints regarding personal data breaching, reflecting its commitment to conducting business responsibly, transparently, and with respect for privacy rights. The Company continues to enhance its data protection measured to strengthen trust confidence among all stakeholders.

More details of the privacy policy are on website https://siamcitycement.com/pdpa/en/privacy

The Board constantly monitors control mechanisms to ensure that the Company has carried out its business ethically and with corporate social and environmental responsibilities, and with respect to the rights of all stakeholders. The following matters are addressed by such mechanisms:

1) Responsibilities to Employees

Respecting and Protecting Human Rights

The Company has always regarded its employees as valuable resources, whose roles are critical to the success of the Company. All employees shall be treated fairly and equally regardless of the job title or level as prescribed by the laws, relevant standards and our Code of Business Conduct. Employees and staff are treated fairly with respect to human rights. The Board of Directors set a policy to prevent illegal labor, child labor and labor by those in pregnancy and supports them to have the development and progress by providing trainings and giving opportunity to enhance other work skills.

The SCCC Group's approach to hiring is equal-opportunity and non-discriminatory. The Group also sees the importance of facilitating the disabled or their guardians' capacity for partaking in professional activities, and as of 2024, in addition to 4 physically disabled employees, the Group has also provided support to a vocational group for the disabled, with 24 individuals receiving support from the Group in the form of monetary aid per Article 35 of the Empowerment of People with Disabilities Act B.E. 2550. The Group understands the significance of providing support to people with disabilities in a way that such people may obtain/maintain necessary skills that will allow them to perform professional tasks and earn sustainable incomes based on their knowledge and expertise. The Group has undertaken this since 2017, reflecting its commitment to the betterment of society. The Group is also invested in ensuring the securement of health and safety of its employees, with the health and safety operation results being regularly disclosed. Health and safety policies are also being regularly updated, with the ultimate goal being "Zero Harm and Zero Fatality." The statistics of accident occurrence or rates of absence and work related injury on regular basis can be found on our website under the annual sustainability report section.

Details of the SD Performance are on website https://www.siamcitycement.com/th/esg/-esg-publications

Employee Care

All personnel of Siam City Cement Public Company Limited are considered important resources in driving and pushing the Company towards its objectives. They are considered an important contributing factors to the Group maintaining its competitiveness. Employees are expected to perform their tasks such that the Company's core value is satisfied, and not only succeed professionally, but also ethically as moral individuals who value teamwork, righteousness, and creativity, and sustainability, aligning with the vision of our organization. The Company's policy and practices relating to employee compensation are clear and tangible, including remuneration and benefits as required by the relevant laws or more, as would be appropriate.

The Company understands the significance of the employee compensation scheme, particularly its importance in attracting new talents. Our compensation scheme prioritizes fairness and competitiveness relative to the industry standard, taking into account the responsibilities of a given position, industry standard pay rates, and the Company's solvency. In depth job market analysis and assessment of each job position also help to establish such compensation scheme. Employees are also assessed for their annual performance, with extra provision for those that exceed the Company's expectation. Annual bonus payments are also available for employees, as a token of gratitude for our employees' dedication in the past year.

Apart from the salaries and bonuses, other welfares are provided to all staff and employees to help in mitigating their expenses burden in maintaining the cost-of-living standards that is reasonable with the economic situation such as provident fund contributions, cost of living subsidies, employees transport buses, emergency loans, life insurances, health insurances, children educational aid fund, including Employee Joint Investment Program with employees. The Company has periodically reviewed and altered its welfare scheme to be in alignment with the economic and social situation and the leading of life to be more compatible with the current period of time such as opening options to staff and employees to be able to choose their health insurances of the category in the case of the out-patient that the number of treatments per year or the coverage per year with indefinite number of treatments is defined, etc.

On personnel development, SCCC has consistently focused on continuous development through various methods including the establishment of INSEE Academy which acts as the center of human resource strategic development, and creation and usage of various long-term development plans which suit the Group personnel working in different business sectors and aims for sustainable development of the personnel.

2) <u>Customer Responsibility</u>

The Board of Directors understand that customer safety is of utmost importance, and has worked to ensure a system is in place that obligates Management to supervise, monitor, and report to the Group Executive Committee, subsidiaries' Board of Directors, and the Company's Board of Directors customer safety performance, which is incompliance with the Company's internal control system and utilized Group-wide. Our operation is, with no exception, compliant to the law and

relevant standards, mindful of the health and safety of all stakeholders, based in the idea of fairness to all, mindful of customer data confidentiality, conducive of effective after sales services, responsible and transparent in our disclosure of any information, not conducive of making public any misleading information, and not in any way conducive of making false advertisement. We strive to maintain the standard of safety that applies to our employees, contractors, and customers, all of which are required to learn of our safety procedures. All activities are subject to the operational health and safety management system of the Company. Our goal is to maintain the culture of safety, building the sense of positivity in the safety aspect of operation among our people and our customers.

The Company also recognizes the importance of cybersecurity in relation to its services and interactions with customers. The Company is committed to developing information systems and safeguarding customer data to mitigate the risk of cyberattacks and protect customers' sensitive information. With a proactive approach, the Company continuously implements measures to monitor, prevent, and respond to cyber threats, aiming to strengthen trust with customers and stakeholders, and to uphold data security standards in line with relevant practices and applicable laws.

The Board of Directors emphasizes the importance of communication, information sharing, and knowledge transfer. This encompasses topics such as safety regulations and work instructions, operational hazard assessments, and safety-focused silo maintenance. Awareness campaigns on safe driving are also consistently arranged for our franchisees, helping to improve the quality of service relating to delivery of goods. Delivery service providers that work with us are required to issue their employees with protective personal equipment, and transports must be marked with relevant hazard signs.

We are always mindful of our customers' health and safety, hence our policy of disclosure of our products' information, with details relevant to a particular product available on the product's label, including volume, usage instructions, warnings, and certifications, such that customers can easily identify a product and how to safely handle it.

You may find additional important details about the company's products at https://www.siamcitycement.com/thailand/en/products/276-cement

3) Responsibility Towards Business Partners

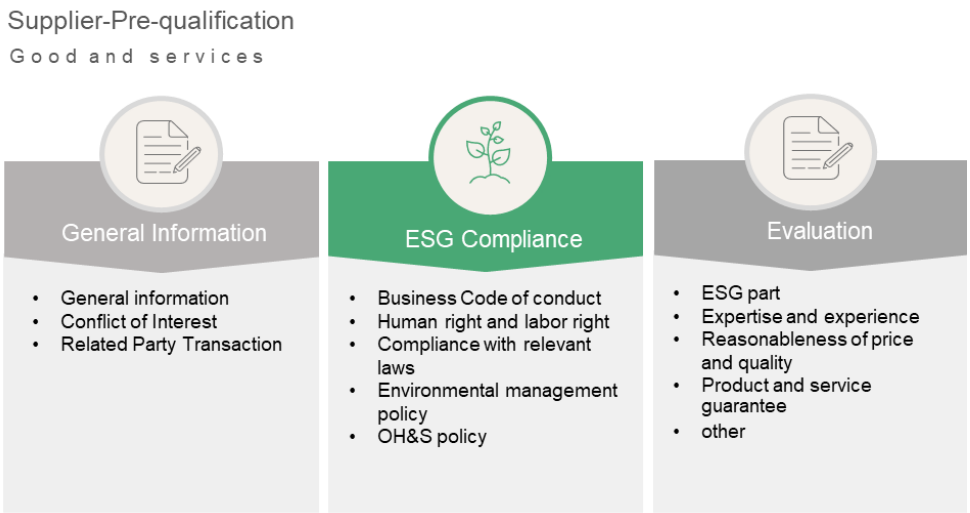
The Company understands that supply chain management plays an important role in maintaining our operation, from procurement of raw materials to production and distribution of products. The Company also understands that good supply chain management tremendously reduces the risks from business partners and helps improve the efficiency of product and service delivery to our partners. To ensure the demands are met and that the clients and stakeholders' trust is preserved, the Company has established a Group-wide, sustainable (ESG) procurement framework, which is used by all companies under the Group.

The Company’s procurement policy aims for sustainability, fairness, and the best value for money. The Company in particular looks for reasonable pricing in comparison to products or services received from vendors, and price auctioning and vendor selection are regularly done to find the most efficient, ethical vendors per the Supplier Code of Conduct who share our values about the environment, society, and good governance (ESG.) Priority is given to five topics including occupational hygiene and safety, business ethics, human rights, environmental management, and business sustainability. The procurement processes pay special attention to the efficiency and cost while being environmentally conscious and socially responsible. Alternative fuel sources are also used by the Company, as are alternative raw materials and power sources such as power from waste heat. Machines used in our operation are also those that consume less resource for their operation. Note that this commitment to ESG-driven development is not confined to the products and services supplied by our partners but extends to the Group’s operations in their entirety. Reflecting this, the Company’s Saraburi plant was given the green industry award by the Department of Industrial Works from the Ministry of Industry. Our determination is to influence our business partners in such a way that they shall grow alongside us in the most efficient, sustainable manner.

The Company pays great attention to the financial conditions and fair treatment of partners, with efficient financial management in place to solidify the trust in the Companies by all parties. In normal circumstance, the Company dictates payment to trade partners within 60 days of good/services being delivered. However, in specific cases this payment term can be negotiated, in the interest of fostering good relationship with trade partners. In 2024, the average payment term was 70 days, which is still in compliance with agreements made with respective trade partners. The Company also offers various support to partners such as the Supplier Financing Program which grants trade partners access to low-interest capital. The Company also has a tight financial management system, which ensures all payments are made in accordance with the respective agreements, mitigating liquidity risks and increasing confidence among partners, which in turn fosters sustainable business cooperation.

Selection of business partners that share their vision and business direction with the Company, and ones that subscribe to the Company’s Supplier Code of Conduct, is also paramount. Potential and even already established business partners are regularly asked to undergo an evaluation process that now includes evaluation on their ESG performance and their cost-effectiveness, as well as potential risks the partners may bring with them.

Business Partner Selection Criteria



The Company has established the Code of Business Conduct for business partners, which requires potential partners to read and sign to reflect their commitment to complying with the code. The Company does not tolerate unethical business practices and refuses to collaborate with potential partners that act in any way that implies fraud or violation of business ethics.

More details on the Code of Business Conduct for partners can be found on the Company's website, in the section Investors Relations > Corporate Governance > Policies and Documents > Supplier Code of Conduct and Privacy Policy of Supplier

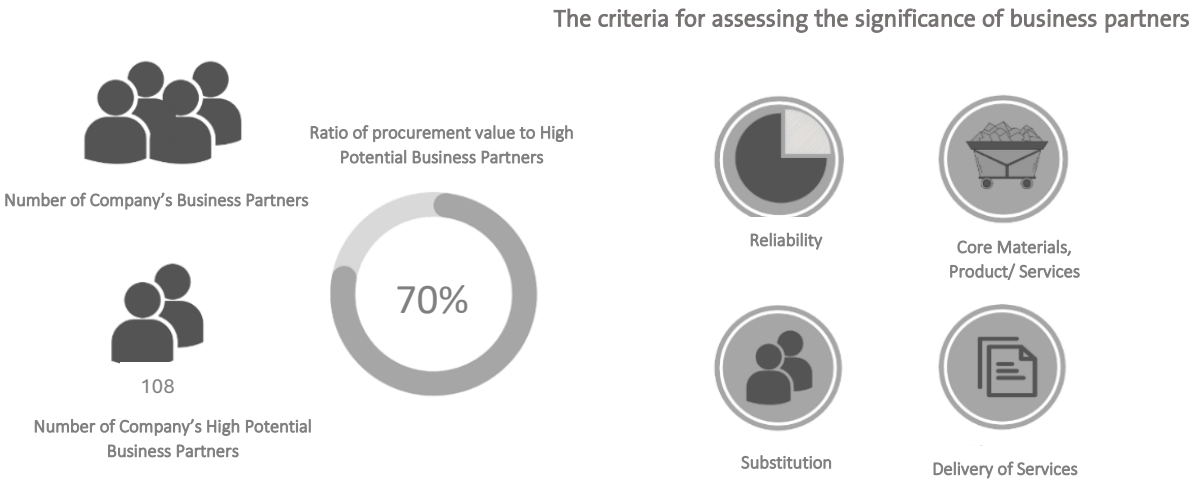
Management of Procurement Risks

The management of procurement risks of the Company involves many different processes, such as economic risk assessment for risks from business partners. In the past year, the Company has conducted risk assessment to determine risk factors from business partners and has established two dimensions of risks criteria which include the impact (financial, reputational) dimension and the likelihood dimension. The results are as follows:

Significant Procurement Risks	Risk Mitigation Measures
Material and fuel shortage and volatile material and fuel price	• Using alternative fuel and raw material (AFR) to complement existing fuel sources and material. • Strict quality control for AFR. • Ensuring sufficient inventory of AFR. • Adjusting existing processes to better support AFR.

	• Entering into long-term contracts with business partners.
Reliance on few business partners	• Entering into contracts with primary and secondary partners. • Enhancing relationships with existing business partners to ensure alternatives are available.
Substandard quality products or services	• Performing random checks on received products. • Including clear specifications relating to product/service quality in contract.

Another risk management strategy the Company has taken to is identification of Critical Suppliers.



The Company’s business partner selection process includes assessing the sustainability risks a particular partner may pose, focusing on potential negative ESG impacts. Potential partners must conduct a sustainability self-assessment which covers various sustainability topics. In the past year, 17 suppliers have undergone the assessment, and all are found satisfactory. The Company, apart from this assessment, also provides capacity building activities for these partners. The Company has also conducted field audits on these suppliers, assessing various aspects of their operation including the raw materials they use, the service quality, and other ESG related aspects of their operation including safety systems, environmental management, production systems, and quality control. Partners that do not pass the criteria set by the Company will be supported to find potential solutions that lead to improvements to their operation.

The sustainability self-assessment consists of the following three sections.

Assessment on potential environmental impact, impact to natural resources, and compliance to relevant laws and regulations

Assessment of the ethics of management, human rights, employee benefits, labor protection, health, safety, and compliance with safety related laws and regulations

Assessment of the level of transparency and governance of the partner, where stakeholders’ interests are protected and managed fairly

On finding that a business partner may fail to meet the criteria, the Company demands that the trade partner submit the rectification plan in a timely manner. The partner’s attempt to rectify the situation is monitored by the Company from start to end, and the Company may also offer aid to ensure the partner may rectify the situation satisfactorily.

Promotion and Enhancement of Partner Capability

The Company also encourages business partners to utilize the digital daily truck inspection system for vehicle and personnel inspection, as well as to engage in a dialogue on safety with personnel daily before operation, in the interest of detecting and addressing any potential issue in a timely manner. The digital nature of the system also helps reducing use of paper. The Defect Alert channel also allows personnel and contractors to notify any vehicle or equipment defect, as well as submit any comment to Management directly. The channel is continuously improved upon for better efficiency.

In 2024, the Company introduced the Contractor Safety Performance Ranking program, which was an important step towards gauging the efficiency of a particular contractor. The program’s primary objective is to assess contractors’ safety performance, encourage consistent improvement of contractors’ safety performance, and elevate contractors’ safety performance to the highest standard.

The first ranking in 2024 covered 26 contractors of the Company and its subsidiary i.e. Waste Management service of INSEE Ecocycle Company Limited, being assessed. The assessment considers aspects from 7 categories, and the final ranking is presented as a grade ranging from A+ to D together with score in percentage.

Contractor Safety Management Peer Review

To align with the Management’s emphasis on Contractor Safety Management (CSM), OH&S Thailand invited CSM experts from Siam City Cement (Vietnam) Company Limited, to participate in the CSM Peer Review Activity, taking place in Quarter fourth of 2024, with particular focus on the product delivery operation. The main objective of the activity is to review Thailand’s CSM and provide a platform for knowledge exchange, particularly to identify the similarities and differences between the structure of Thailand’s and Vietnam’s CSM.

The result showed the strengths and weaknesses as well as identified possible gaps such as clear definition of roles and responsibilities through RACI Matrix to increase the efficiency of CSM. The activity also provides representatives of all related departments including OH&S, Procurement, End Users, and Transporters to exchange ideas for further system improvement.

This peer review did not only serve to enhance the safety performance of contractors to meet international standards, but also helped foster collaboration between the Company in Thailand and Vietnam through knowledge and experience sharing. The Company is committed to improving the CSM continuously using feedback from this activity as guidance, in the interest of reinforcing our culture of safety, and ensuring that all stakeholders are safe and able to do business in a sustainable environment.

Our commitment to growing effectively and efficiently alongside our business partners is reflected in the Sustainable (Green) Procurement program, one of the Company’s key sustainability indicators. The Company favors doing business with partners who are environmentally aware and promotes use of products and services that are environment-friendly, particularly focusing on products using materials labeled as environment-friendly by the Thai Environmental Institute and products and services that are labeled Green Products or Services / Green Label. The Company encourages partners to take part in the Green Industry program, and to renew their Green Industry credential at level 2 at the minimum. To this end, the Company provides support and counseling to partners to help them achieve such status, with such assistance provided since 2019. Currently, 37 partners and 45 production plants take part in the Green Industry program. The Company aims to continue to provide support on this front to foster supply-chain wide sustainable development.

4) Community Responsibility

The Board of Directors is committed to creating value for local communities through developmental projects, for which the Board of Directors approves the strategies, arranges for collaboration between different business experts, and overseeing the application of technology in these projects in the manner that best address the concerns of the local communities, while providing channels for feedback from said communities, local authorities and private entities. These projects emphasize community participation, and focus on strengthening local communities through education, vocational development, and infrastructure development, to foster long-term self-sufficiency.

The Company sees great importance in creating shared value and is determined to foster relationship with local communities surrounding the plants at Kaeng Khoi district and Muak Lek district of Saraburi province, which have joined participated in continuous development projects focusing on three aspects including:

1. Education – Opportunities for education for the communities’ youths.
2. Sustainable community development – Self-reliance capacity building for communities.
3. Infrastructure development – Development of critical public utilities.

These projects are incorporated into the Company's policy and are regularly communicated to stakeholders.

The **INSEE Construction 4.0 project** is one of the projects that is continuously active. Siam City Cement Public Company Limited, in collaboration with the Ministry of Labor's Department of Skill Development, organizes a professional construction training program for the communities’ workers, unregistered workers, the unemployed, and interested individuals. The Company’s employees who have knowledge, ability, and experience in each product are guest speakers and demonstrators for practical training with the main goal being to help participants support a career that promotes income for themselves and their families, which is a crucial part of a sustainable community. The Company also collaborates with vocational students nation-wide to arrange the **Vocational Education Commission Competition (VEC),** with the Company providing support via provision of low carbon cement products used in the competition, to promote environment-friendly construction. The Company also provides knowledge and construction skill training for participating students, who stand to gain first-hand experience from this activity, preparing them for the job market. This activity is in complete alignment with the Company’s Sustainability Ambition 2030 and in line with the Ministry of Education’s mission of developing quality workers who will serve as the socially and environmentally responsible driving forces behind the construction industry. Another important project is the **Green School project**, which is active for 15 consecutive years as of this report. As part of the project, the Company has provided financial support in building and renovating buildings of over 33 schools, ensuring students in rural areas retain access to education. This project, as well, aligns completely with the Company’s Sustainability Ambition 2030. Over 70,000 students and community members have received aid from the Company and subsequently access to education, and consequently better quality of life, through this project. In addition to these, the Company also participated in the following activities, with had positive social impacts:

Signing a Memorandum of Understanding (MoU) with the Faculty of Engineering, Prince of Songkla University, for academic development and capacity building for students and faculty staff

Community engagement project (Evening Visit), where the Company visited the local communities of the Kaeng Khoi and the Muak Lek districts surrounding the plant to discuss ongoing projects and gather feedback and suggestions from these communities.

The Company continues to foster positive relationship with all stakeholders and aims to continue to move towards the Sustainability Ambition 2030 steadily, in order to truly create value for society and the communities we coexist with.

- Details of the Group's key projects to support the sustainable development of communities and society can be found in the Sustainable Development section.
- You can find more details on community engagement activities and stakeholder groups on our Facebook pages: INSEE Care and INSEE Community Team.

5) Responsibilities to the Environment

The Company is committed to sustainable business practices. We are fully aware of our business' impacts to the environment, and as such we are resolved to dedicate ourselves to environmental management in a manner that benefits all stakeholders, as well as reduce the impacts of our business to the environment.

The Company has established the Sustainable Development Policy, as well as long-term and short-term sustainability goals, which shall serve to drive the sustainable growth of the Group. Our Sustainability Ambition 2030 encompasses climate change-related operations, including a CO_2 reduction target, electricity consumption reductions, alternative electricity sources, and use of the circular economy, with an eye on increasing use of renewable energy, biodiversity and water related activities aiming for net positive impact, water processes streamlining, etc.

In the previous year, the Sustainability Committee conducted a series of self-assessments on risks and opportunities from climate changes to the standards of the Task Force on Climate-related Financial Disclosures (TCFD).

We also arranged for the review of the direct greenhouse gases emission by our plant in Saraburi, Thailand in 2024, covering Scope 1, Scope 2, and Scope 3 emissions. The review was conducted by VGREEN KU Co., Ltd., a company certified by the Thailand Greenhouse Gas Management Organization (TGO),and was conducted to TGO's standard. The Company is also currently applying for Carbon Footprint for Organization (CFO) with TGO, reflecting our commitment to lessening impacts to the environment and effective management of the environment.

- Details on the Sustainable Development Policy can be found on the Company's website: https://investor.siamcitycement.com/storage/content/sustainable/sd-policy/20241111-sustainability-policy-en.pdf
- More details of the assessments of risks and business opportunities from climate change in accordance with the TCFD may be found in the Sustainable Development section.

The Company has implemented a quality management system, integrating occupational safety, health, and environmental considerations into its operations. The Environmental Management System (ISO: 14001) will be used to drive environmental development alongside business growth.

It also helps the Company reduce raw material and energy costs. The Company’s pollution control system further enhances the organization's environmental performance.

The Company also focuses on employee development in order to raise awareness of environmental responsibility through training and knowledge sharing activities, as part of the policies disclosed in this report. In 2024, the total number of employees participating in such activities was 241. Examples are:

- Training course on the principle of the Continuous Emission Monitoring Systems (CEMS) (20 participants)
- Training course on the operation of the Continuous Emission Monitoring Systems (CEMS) (16 participants)
- Training course for plant environment officers (51 participants)
- Training course on laws and regulations relating to energy preservation, 8 steps of energy generation and management, and energy management internal audit (31 participants)
- Introduction to the Integrated Management Systems training course (ISO 9001:2015, ISO 14001:2015, ISO 45001:2018) (55 participants)
- ISO introduction & awareness training course (68 participants)

These training activities reflect the Company’s commitment to developing personnel who are knowledgeable about and educated in efficient environmental management, reinforcing the Company’s growth efforts alongside sustainable environmental preservation.

Apart from these training courses, the Company also proceeded with a variety of activities in the previous year to promote environmental awareness and sustainable business, with a focus on employee participation, such as:

A waste sorting activity for recycling and use as alternative fuel for cement production processes, which served to reduce usage of coal, reduce landfill waste, and promoted the circular economy ideal, which is an important part of the Company’s sustainability goals. In 2024, the Company redirected 2,668.40 kg of waste to the refuse-derived fuel (RDF) processes, the environmental impact of which is equal to growing 169 trees, with the energy generated in place of coal in co-processing equal to 2.43 tons, and with the resultant 1,146 kg reduction of CO_2.

The Company also encourages employees to sort food waste, which would increase the value of the resulting biological waste. Alongside this is a project to bringing food waste to gardens, using food waste managed by waste processor of the INSEE Ecocycle Company Limited, which was then used as soil nourishment for the Ming Mongkol vegetable garden in Saraburi province. This food waste came directly from the Company’s headquarters, with all processes involved being organic, starting from sorting and separating food waste from other waste, which was then processed to be reused as soil nourishment, in turn reducing the amount of waste going to landfills.

Beach garbage collection and mangrove forest plantation under the project INSEE Green Heart Plus Club were other activities that the Company saw the importance of and are activities that are conducted annually, as part of the Company's effort to raise awareness of nature preservation, and to reduce the amount of waste being released to the environment. The previous year, the Company collaborated with volunteers from both the public and private sectors, including the Marine and Coastal Resources Office 1, Department of Marine and Coastal Resources, Bank of Ayudhya Public Company Limited, Bangkok Broadcasting & T.V. Company Limited, Pruksa Holding Public Company Limited, and B.Grimm Power Public Company Limited. The activity involved volunteers collecting garbage along the beach in the Paknam Prasae area, Rayong province, covering more than 1.5 km of coastline, with underwater garbage collection as well 862 kg of garbage was collected and processed in cement kilns as part of the initiative to convert waste into energy, reduce its environmental impact, and promote sustainable waste management. Additionally, 550 mangrove trees were planted, helping to restore the ecosystem of the mangrove forest, which serves as marine nursery, coastal buffer, and a green area for CO_2 absorption, ultimately fostering a net positive environmental impact and benefiting local communities.

The Company is determined to protect the environment as we grow, with our target to reduce the impact of our business to the environment, and promote efficient use of resource, in the interest of sustainability both for our business and the communities we work with.

Details about target, strategies, and sustainability performance can be found under Sustainability section.

6) Fair Competition

The Board of Directors has worked to ensure that the Company operates its business in an open and transparent manner and that it does not facilitate unfair competition. The Company encourages and supports fair and transparent competition and shall not perform any act that violates any competition laws or may cause damage to the reputation of its competitors as part of the Code of Business Conduct. In 2024, there was no dispute between our Company and its competitors, and no claims and/or cases in relation to violation of human rights were filed against our Company.

7) Anti-Bribery and Corruption

The Board of Directors has ensured that the Company conducts its business in compliance with applicable laws and relevant standards, while also encouraging its subsidiaries and business partners to adopt the Anti-Bribery and Corruption Policy. The Company has also implemented a No Gift Policy for Management and employees, prohibiting the acceptance of gifts, souvenirs, or other benefits in all cases. Additionally, regular training is provided to educate employees on the Anti-Bribery and Corruption Policy and its guidelines.

The Company has been a certified member of the Thai Private Sector Collective Action Against Corruption (CAC) as a member since 2017 and has been continuously recertified, reflecting the

Company’s commitment to and compliance with anti-corruption guidelines. The Company remains dedicated to adhering to principles of good corporate governance and business ethics, with long-term commitment to sustainable growth.

Allocating and Managing Resources

The Board of Directors encourages efficient use of all available resources including financial resources, raw materials, intellectual properties, human resources, and social and business relationships. To this end, a policy is established to outline the appropriate approach to managing resources, which applies to all relevant parties of the Company.

Additionally, the Board of Directors encourages environmental consciousness in regards to use of resources, preferring conservative use of resources with optimal efficiency, safeguarding of irreplaceable resources, and reuse of secondary materials to lessen potential environmental impacts.

Intellectual Property Management

The Board of Directors sees the importance of appropriate intellectual property management. Business and confidential information as well as private data are handled to the standards and requirements of relevant laws and regulations and international requirements to prevent access by unauthorized parties. The Company also emphasizes awareness of data protection among employees and, consequently, adherence to IT Risk Management Policy.

On intellectual properties, the Company systematically manages its patents, licenses, trademarks, trade secrets, and other intellectual properties to prevent any breach of contract and retain the Company’s competitive edge. Concurrently, the company acknowledges the significance of respecting the intellectual property rights of others. It has established a policy requiring directors, executives, and employees to uphold business ethics, avoid any infringement on the rights of others, and ensure the proper protection of the company's intellectual property.

Responsible Resource Usage and Business Impact

The Board of Directors works to ensure that the Company’s business is conducted in a responsible manner, conscious of potential impacts use of certain resources may leave, as well as potential impacts these resources may have within the value chain of the Company. The Company is aware that different business models leave different impacts, and so have chosen the business models that the Company deems of appropriate value and efficiency relative to the use of resources, and that are ethical, responsible, and conducive to maintaining a sustainable business environment. The Board of Directors has monitored to ensure that in attaining the business objectives, the Management has reviewed, developed, and supervised the matter on the efficient and effective use of the resources by always considering the internal and external factor changes.

Management of Enterprise Information Technology

Information Technology Management Policy

The Board has established the IT Management Policy for the Group, as a framework for governance of IT activities in alignment with the Company’s business needs by ensuring that it carries on the operations in compliance with the relevant laws, regulatory requirements and standards relating to the use of technology.

In 2024, the Board of Director reviewed and approved expansion of the policy’s scope to include production processes in plants for enhanced efficiency and security of production technologies we employ, as well as facility and server security to mitigate operation risks. The review also addressed the assignment of the cyber emergency response team, including management improvements, cyber threat damage assessment, and counselling on possible actions, along with the use of cyber insurance for mitigation against cyber threats.

The Company delegates to the INSEE Digital Company Limited, a subsidiary specializing in technology, the responsibility of maintaining and managing the Group’s IT framework, prioritizing supervision of the Group’s IT processes to ensure satisfactory efficiency and prevention of data loss or theft, as well as general security of our systems.

The Company has also established the Anti-Phishing Policy to enhance cybersecurity awareness among employees and has arranged for activities in the form of mandatory IT security training for all employees, Executives, and Group representatives to strengthen cybersecurity awareness and protect against cyber threats, including data theft, hackers, and other malicious actors. In 2024, in addition to the annual cybersecurity awareness training, the Company is committed to fostering a strong cybersecurity culture which is reinforced through regular alerts, monthly cyber threat tips, counselling on cyberattack prevention, malware detection and protection strategies, and a real-time threat alert system.

The Board of Directors has also established a policy on the allocation and management of IT resources to ensure their appropriate and sufficient use in business operations. The policy also defines guidelines for backup measures in cases where resources cannot be adequately allocated. This includes prioritization of IT work plans based on alignment with the Company’s overall strategy, business impact, urgency, IT budget, human resources, and the suitability of the business model.

IT Risk Management

The Company recognizes the importance of IT risk management as part of its overall risk management strategy. Key measures in place include Business Continuity Management, IT Incident Management, IT Asset Management, and cyber insurance to mitigate the risk of potential cyberattacks. To mitigate cyber threats that may impact the Company’s data and systems.

The Company follows the Group IT Policy and measure on IT system security overseen by INSEE Digital Company Limited to the extent of being awarded with ISO/IEC 270001:2013 Certificate under the category of the Outstanding Information Security Management Awards from Bureau Veritas Certification (Thailand) Ltd., which comprehensively covers critical standards including the information security system on the confidentiality, integrity, availability of information. The Company also strictly guards against unauthorized access to information, as to prevent any possible damage to our business.

Principle 6: **Effective Risk Management and Internal Control**

Risk Governance and Management for Group Companies

The Board of Directors emphasizes that Management must ensure Group-wide alignment in all business undertakings of the Group companies, and has delegated the responsibility to INSEE Digital Company Limited, a subsidiary with expertise in digital technology, to act as the Group’s IT improvement centre, and to increase Group efficiency in all work processes, including data management and control to prevent data loss.

The Company and all subsidiaries have a risk management system that encompasses all work processes to ensure that they align with the Company’s objectives and are prepared against potential risks. This system encompasses financial risk management which includes liquidity monitoring, IT risk management including cyber security and measures against data leak, and operation risk management, to ensure that all operations align with the Company’s established standard.

Governance by the Board of Directors

The Board of Directors regularly visits the Company and its subsidiaries both domestic and overseas to have a better understanding of the business environment and nature of the Group's business. The Directors work extensively with Management and has full support from the Group CEO, the Group CFO, the Group Head of Internal Audit and Compliance, the Company Secretary, and the Secretaries of all board committees. In addition, the Board of Directors has access to the meeting documents via an application system designed to facilitate more efficient meeting arrangement and provide a realistic view to Management as well as a channel for feedback to Management for beneficial and practical suggestions.

Risk Management and Internal Control

The Board of Directors oversees the information security system, which includes establishing confidentiality policies and practices, maintaining information integrity and availability, and managing sensitive information. Furthermore, the Board of Directors ensures that the information security policy is adhered to by the Directors, senior executives, employees, and relevant external parties such as legal and financial advisors.

The Company recognizes the importance of risk management as a key component of effective management and good corporate governance. The Board of Directors has established a risk management policy that aligns with the Company’s objectives, key goals, strategies, and acceptable risks levels. This policy also serves as the foundation for the Company’s risk and opportunity assessment framework, ensuring a unified approach to risk management across the organization.

The Board of Directors oversees the establishment and maintenance of an effective and sufficient internal control system, adhering strictly to international standards set by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) and the guidelines provided by the SEC. This ensures that the Company's operations align with its objectives and goals, as well as with applicable laws, rules, regulations, and business requirements. The system is designed to minimize operational risks and implement reasonable fraud prevention measures. Additionally, the Group Internal Audit and Compliance (GIAC) unit, which reports directly to the Audit Committee, has been established to oversee internal control, auditing, and risk assessment across the Company’s operations.

Risk Management Projects and Processes

The Company has established a risk management structure that encompasses all levels of operation. Key responsible entities include the Board of Directors, which sets and directs risk management policies; the Audit Committee, which reviews the Group’s risk management system; and the Risk Management Steering Committee, which assesses risks and opportunities and manage them collaboratively.

The Group sees the significance of the risk assessment, analysis, and prioritization processes as well as risk mitigation based on internal and external factors that may leave impacts on the business, reviewing such matter quarterly. Risks are separated into categories as follows: (1) Business risks, (2) financial risks, (3) operational risks, (4) regulatory risks, (5) environmental and social risks, (6) investment risks, (7) overseas investment risks, and (8) emerging risks.

The assessed risks will be presented to the Board of Directors, with group-aligned future risk management measures potentially based on these assessments. Risks and opportunities are ranked based on their significance and probabilities, which are reviewed by the CEO of each Group Company. The Risk Management Steering Committee then assess these risks and opportunities through Group level perspective and present them to the Board of Directors, for Group wide alignment and effective implementation of risk management of each subsidiary.

The Audit Committee consistently monitors and assesses the Group’s risk management. In the previous year, the Committee revised the existing policy to encompass climate change risks, for alignment with the Company’s current management structure.

Strengthening Risk Management Culture

In today’s volatile, uncertain, complex and ambiguous (VUCA) world, SCCC transforms the risk management culture from reactive measures to a proactive and integrated approach which focuses on people – namely, employees, stakeholders, and their collective capabilities. We have been continuing to cultivate a risk management culture focusing on employee and stakeholder engagement, coupled with targeted capability development. Organizations can cultivate a robust risk management culture that not only mitigates potential threats but also capitalizes on emerging opportunities in the complex and dynamic VUCA world. This people-centric approach is essential for long-term success and sustainability.

- Employee engagement: Empower employees at all levels to identify and report potential risks. Provide them with the tools and resources they need to effectively manage risks within their areas of responsibility. Establish clear feedback mechanisms and communications between risk champions and top managements to capture employee insights and concerns regarding risks. Act on this feedback to continuously improve risk management processes.

- Stakeholder engagement: Foster collaboration across business units and departments to share knowledge and perspectives on risks. Break down silos to ensure a holistic view of potential threats and opportunities. Collaborate with key stakeholders on developing and implementing risk mitigation strategies. This strengthens the organization's resilience.

- Leadership and people capability development: Invest in developing core risk management skills, such as risk identification, assessment, analysis, and mitigation. Focus on developing competencies that are crucial for navigating the VUCA world as part of individual development plan, such as adaptability, resilience, critical thinking, and problem-solving. The company has trained employees and executive (top and senior management level) on policies and processes regarding Enterprise Risk Management (ERM). Additionally, equip leaders with the skills and knowledge to champion a strong risk management culture. Leaders must model the desired behaviors and promote a risk-aware mindset. Furthermore, the risk management structure has been communicated to the Board to ensure consistency across all levels.

- Alignment with Future Strategy & VUCA World: Implement agile risk management processes that can adapt quickly to changing circumstances. Embrace flexibility and iterative approaches. Encourage innovation and experimentation in risk management. Explore new approaches and technologies to enhance risk management effectiveness. Focus on building organizational resilience to withstand disruptions. Develop strategies to recover quickly from adverse events.

The Risk Management Policy is in Attachment 5 under the corporate governance policy section, which is available on the Company’s website

Audit Committee

The Board of Directors established the Audit Committee to perform its duties efficiently and independently. All Committee members are Independent Directors who fully meet the

qualifications set by the Stock Exchange of Thailand (SET) and Office of Securities and Exchange Commission (SEC), with two members holding accounting degrees.

The Audit Committee's roles and duties have been defined by the Board of Directors in the Audit Committee Charter, which covers the duties outlined in the 2017 Good Corporate Governance Principles for Listed Companies.

Audit Committee Charter is in Attachment 5 under Charter section, which is available on the Company’s website

The Board of Directors has established mechanisms and tools to enable the Audit Committee to access the information necessary for performing its duties. These include allowing the Audit Committee to request relevant personnel to provide information, engage in discussions with the auditor, and seek independent opinions from any professional advisors for consideration. Additionally, an independent internal audit unit has been established to develop and review the efficiency of the risk management system and internal control. This unit also reports to the Audit Committee, which evaluate and comments on the adequacy of these systems and discloses the review report in the 56-1 One Report form. Details of the Audit Committee's assessment of the risk management system and internal controls can be found in the Corporate Governance section under “Internal Control”.

Prevention of Conflicts of Interest and the Misuse of Inside Information

The Board of Directors has established a Conflicts of Interest Policy to encourage honesty and transparency in business operations and to prevent inappropriate transactions with related parties. The policy sets standards and guidelines, as well as an approval process for normal business transactions that may have conflicts of interest. In addition, when entering into a major or significant transaction with a potential conflict of interest that affects the Company's business operations, the management must seek prior approval from the Board of Directors. In this regard, the Management will report the transaction with related parties to the Audit Committee for review and notify the Board of Directors for acknowledgment on a quarterly basis.

With the awareness that prevention of transactions with conflicts of interest is important, the Board of Directors has overseen the management and monitoring of transactions that may involve conflicts of interest, as well as ensuring that guidelines and practices are in place to ensure that such transactions are carried out in accordance with the procedures and disclosure of information required by law. Conflicting personnel are not allowed to participate in decision-making.

The Code of Business Conduct defines a conflict of interest as “a situation in which personal, financial, or other interests interfere, or may be perceived as interfering, with an individual’s ability to act in the best interest of the Company. Employees shall avoid conflicts of interest whenever possible. In a situation where employees thinks that a conflict may arise , they must immediately inform their supervisor to resolve the situation in a fair and transparent manner”.

In this regard, the Company established the guidelines on conflicts of interest for personnel who may be involved in approving a process or procuring a product or service to declare the information of themselves or their relatives regarding the transactions with the Company and/ or the subsidiaries during the period of the last 12 months. This report channel is available online and may be done on an annual basis. The declaration of conflicts of interest activity has been actively enforced for many years, and the Company has found that employees have become more aware of the importance of transparency, avoiding activities that may be perceived as a conflict of interest within the Company.

In 2024, the Company organized activities for designated employees to promote knowledge and understanding of conflicts of interest. These activities include knowledge sessions and quizzes through e-learning to raise awareness and help avoid potentially harmful situations. 100 percent of designated employees and Executives participated. Furthermore, training on the Conflicts of Interest Policy was provided to all Directors, ensuring complete communication and awareness. The Company also monitors reports on the disclosure of conflicts of interest from Directors and Executives, submitting these reports to the Board of Directors on a quarterly basis. Relevant departments are encouraged to prevent conflicts of interest and ensure that Directors and Executives perform their duties responsibly, cautiously, and with integrity avoiding situations that may lead to conflicts of interest.

In relation to the prevention of the misuse of inside information, the Board of Directors has implemented an Insider Trading Policy and established a Blackout Period practice, during which Directors, Executives, employees, and individuals privy to inside information are prohibited from trading the Company’s shares. This period spans 30 days prior to the dissemination of financial statements and significant financial information and continues for no less than 24 hours after the information is made public. This policy ensures that there is no exploitation of undisclosed information for personal gain.

The Corporate Governance Policy dictates that Directors and Executives must produce and submit a report to the Chairman of the Board of Directors or the Company Secretary on any exchange activity they undertake of the Company’s shares at least one day before the action, and Directors and Executives must produce and submit a report on the holding of assets in accordance with the requirements of the Office of the Security and Exchange Commission (SEC) under Section 59 of the Security and Exchange Act, B.E. 2535 within three working days after the transaction date, or once one of the following conditions is met, whichever occurs first: (a) The cumulative value of all unreported transactions reaches THB three million (b) six months have elapsed from the date the first unreported transaction.

The Company has communicated with all Directors and Executives to ensure alignment on this requirements, and has notified the Company Secretary, who, shall prepare a summary on the number of the securities of the Directors and Executives individually for submission to the Board of Directors in their meetings and that the information on the holding of such securities shall be disclosed in the annual report with a notification on the penalty in the case of violation or non-compliance with the policy .In 2024, no allegation from the authority against the Directors,

Executive, or employees against the misuse of inside information, and no breach of the Blackout Period has been reported.

The Board ensures that lists of insiders those with access to non-public, important information is reviewed regularly in accordance with the current situation. All relevant parties, including Directors, Management, staff and employees, shall be notified of this policy and its practical guidelines to ensure compliance and awareness of the associated penalties for violation or non-compliance. Additionally, compliance with these measures will be regularly monitored.

In 2024, The Company has conducted e-learning activities to promote awareness among employees handling inside information, as well as Executives and Directors, on the topic of "Insider Trading Policy Awareness Learning." Training and information were provided to Directors, Executives, and employees, achieving 100 percent participation.

The Code of Business Conduct sets out that “Use of insider information or non-public information in supporting the investors’ decision whether to buy, sell or hold stocks or securities is considered unethical and illegal, and will result in disciplinary and criminal charges.”

Questions regarding the insider trading can be directed to the Legal and Corporate Affairs Department. The Company regularly reviews the list of insider’s persons to ensure its relevance to the current situation, establishes guidelines for safeguarding inside information, communicates these guidelines and policies to all members of the organization, and consistently monitors compliance.

Summary of shares held by Directors and Executives in 2024 is as follows:

List of Directors/ Executives	1 January 2024			31 December 2024			Total
	Number of Shares (Share)		Percentage of Shares Held	Number of Shares (Share)		Percentage of Shares Held	Number of Shares Increase/ (decrease) during the year
	Directors/ Executives	Spouse and underage child		Directors/ Executives	Spouse and underage child		
Non-Executive Directors							
1. Mr. Paul Heinz Hugentobler	-	-	-	-	-	-	-
2. Ms. Nopporn Tirawattanagool	-	-	-	-	-	-	-
3. Mr. Tinnawat Mahatharadol							
4. Dr. Subhak Siwaraksa	-	-	-	-	-	-	-
5. Mr. Siva Mahasandana	216,926	-	0.0728	65,000	-	0.0218	(151,926)
6. Dr. Sunee Sornchaitanasuk	-	-	-	-	-	-	-
7. Mr. Charin Satchayan	-	-	-	-	-	-	-
8. Mr. Robbert van der Feltz van der Sloot	-	-	-	-	-	-	-
9. Mr. Onne van der Weijde	-	-	-	-	-	-	-
Executive Director							
10. Mr. Ranjan Sachdeva	3,814	-	0.0013	3,814	-	0.0013	0
11. Mr. Montri Nithikul	15,906	-	0.0053	15,906	-	0.0053	0
Executives							
12. Mr. Eamon John Ginley	-	-	-	-	-	-	-
13. Mr. Hemant Mudgal	-	-	-	-	-	-	-

Note: The percentage of shares held calculated from the registered capital THB 2,980 million.

Report on Conflict of Interest

The Board of Directors has determined the guidelines that Directors must report of his/her interest prior to the consideration of its meeting agenda and such interests must be documented in the Minutes of Meeting every time. In addition, the Board of Directors also ensures that any Directors, having significant interest in any specific matter that such Directors may not be able to independently give opinion, do not participate in the meeting of such agenda. Moreover, Directors and Executives shall report their own interests and those of related persons when there is a

change to any of them and forward the pertinent report to the Company Secretary for the preparations of the conclusion report to advise the Board of Directors in every Company’s Board of Directors’ Meeting.

Communication and Review of Corporate Governance Policy

The Board reviews the control systems to ensure that the Corporate Governance Policy is effectively implemented and updated annually. It also reviews the Code of Business Conduct and related policies every two years to keep the Company's corporate governance system up to date. The Company conducts communication training and various promotional efforts, along with an annual follow-up review. Additionally, an e-Learning Program was created to facilitate ongoing learning about various policies. This ensures that everyone in the Company is aware of the Corporate Governance Policy, Code of Business Conduct, and other policies.

Anti-Bribery and Corruption Policy and Guidelines

The Company recognizes the importance of anti-corruption efforts, and the Board of Directors has approved the establishment of the Anti-Bribery and Corruption Policy, which was endorsed by the Audit Committee in 2012. This policy ensures alignment and implementation across all levels as appropriate. It is regularly reviewed and covers various aspects, including anti-bribery practices and the prohibition of employing government personnel where conflicts of interest may arise. Government personnel may be eligible for employment within the Group only if they have retired from their government positions for no less than two years.

The Company is committed to consistently implementing its Anti-Corruption Policy. It has been a signatory to the Declaration of Intent of the Thai Private Sector Collective Action Against Corruption (CAC) since 2015. The Company received its certification as a CAC member on August 18, 2017, and has since undergone continuous assessments to renew its certification.

The Company consistently upholds its strict no-corruption, no-bribery policy and continuously raises awareness among employees about the corruption risks that may arise as part of the Company’s operations. This is achieved through internal corruption risks assessments conducted in line with the Group level Anti-Bribery and Corruption Policy, which is endorsed and supported by the Board of Directors. The policy is complemented by clear, tangible guidelines and practices, including best practices for organizational leaders, a prohibition against offering or accepting bribes, transparent auditing, and effective internal and external communication on the issue of corruption. Additionally, an anti-corruption compliance assessment form has been developed for high-risk units. This form specifies indicators and signs that may lead to corruption, as well as methods for risk mitigation and control, both in terms of system operations and employee practices. It enables employees and supervisors within the unit to independently analyse risks, ensure adherence to control measures, and use the self-assessment results to plan improvements for enhanced operational efficiency. The results of the assessment are also used as a basis for improving operational efficiency across the Group. The Company’s internal control system is comprehensive, including full adherence to the Code of Business Conduct, measures

against conflicts of interest, whistleblowing channels, strict approval pipelines, and whistleblower protection, all aimed at establishing the Company as a transparent and sustainable organization.

To ensure that operations are in line with the established anti-corruption policy, the Audit Committee continuously monitors and reviews the implementation of the policy, including assessing the adequacy and appropriateness of anti-corruption measures. The Committee also reviews and considers complaints or whistleblowing cases related to corruption (if any), together with providing recommendations for improvement and preventive measures. In the past year, there were no complaints concluded as corruption cases.

Furthermore, the results of the Committee's consideration of complaints or whistleblowing cases are included as part of the Audit Committee’s report, which is regularly submitted to the Board of Directors on a quarterly basis to ensure effective oversight and monitoring of relevant measures.

In addition, the Company promotes awareness and understanding of anti-corruption policies and practices among Directors, Executives, and employees through regular training and internal communications. The Company also regularly reviews and updates its policies to ensure alignment with evolving circumstances and applicable laws.

The Company consistently raises awareness and understanding among employees and Executives regarding the Anti-Bribery and Corruption Policy by providing learning materials through e-learning, accompanied by comprehension tests. The training content covers corruption prevention guidelines, and 100 percent of employees and Executives participated in the training. Additionally, the Company communicated the Anti-Bribery and Corruption Policy and the No Gift Policy to all Directors to foster a corporate culture of transparency and adherence to ethical standards.

In addition to the monitoring, training, and communication mentioned above, the Company follows up on the implementation of anti-corruption measures by requiring that all of Directors, Executives, and employees take responsibility for and strictly comply with this policy. The Company has established practices regarding financial record-keeping, including the review of supporting documents and justifications for business-related payments made to external parties. Furthermore, the internal audit function is tasked with regularly reviewing the internal control system to detect any discrepancies in reporting and behaviour that could lead to corruption.

The Company also provides channels for all stakeholders to report any violations of the Company’s policies or incidents of fraud by employees. Whistleblowers are protected from retaliation. It should be noted that the Company has not violated or been penalized for any breaches of CAC and is not aware of any corruption or bribery incidents involving employees in Thailand as of this report.

Details of the Anti-Bribery and Corruption Policy can be found on the Company’s website under Investor Relations > Corporate Governance> Anti-Bribery and Corruption Policy: https://investor.siamcitycement.com/en/corporate-governance/anti-bribery-and-corruption

Mechanism for Handling Complaints and Whistle Blowing

The Board of Directors has overseen to ensure the mechanism and the process for handling the reports is in place to record, track, and resolve the feedback from the stakeholders and further ensure the availability and the accessibility of the several whistleblowing channels including disclosing its details at the Company’s website and the 56-1 One Report form.

The Company's Board of Directors has established and implemented a Whistleblowing Policy, which is regularly reviewed for its appropriateness to emphasize the importance of good corporate governance. This policy provides an opportunity for employees and all stakeholders to report misconduct, violations of laws and regulations related to business operations, practices, transactions, or activities of employees within Siam City Cement Group. Reports can be made through a channel called INSEE Speak Up, which is managed by an external professional organization. The Screening Committee, independent from the Management, will initially review any incident raised through the reporting channel. The report will be verified in accordance with the Whistleblowing Policy, and the results of the investigation will be reported to the Audit Committee and the Board of Directors respectively. Example of misconduct include fraud, financial fraud, bribery and corruption, theft, misconduct, misuse of company assets and information, and violations of conflict of interest policies, etc.

In an effort to reinforce employees’ and stakeholders’ trust in the Company’s ability to protect them against retaliation, the Company has established protection from unfair treatment for whistleblowers. Whistleblowers are protected from retaliation in accordance with the Whistleblowing Policy, particularly in case where concerns of misconduct are raised in in good faith but later proven false.

The INSEE Speak Up consists of 2 channels as follows:

1. Toll-Free Numbers:

Thailand:	180 001 4577
Vietnam:	180 040 0549
Sri Lanka:	202 9137
Indonesia:	080 0150 3215

2. Website: inseespeakup.ethicspoint.com

In Bangladesh, reporters and whistleblowers can submit reports only through the website, as the country lacks a free-calling infrastructure.

The INSEE Speak Up channel provides a platform for all stakeholders to report or file complaints with the Board of Directors regarding rights violations or issues that may harm the Company. Complaints are received by a third party, and a clearly defined procedure for handling complaints has been established. An investigation process is in place for each reported case. The Company

has set policies and guidelines to protect employees, reporters, or whistleblowers. Additionally, stakeholders can file complaints directly with the Board of Directors via email at companysecretary@siamcitycement.com.

In 2024, the Company's INSEE Speak Up channel received 17 complaints, with details as follows:

	2024
Total complaints	17
Resolved complaints	17
1. Code of Business Conduct violations	
1.1 Corruption	None
1.2 Human Rights	None
1.3 Insider Trading	None
1.4 Conflicts of Interest	2
1.5 Other	1
2. Non-compliance with company regulations	1
3. Unsubstantiated complaints, personal grievances	13

The Company strictly adheres to its established Whistleblower Policy and continuously reviews and improves its processes in collaboration with all relevant authorities. This helps develop an efficient operational and supervision framework while reducing the likelihood of repeated offenses.

The Whistleblower Policy is in Attachment 5 under the corporate governance policy section, which is available on the Company's website.

INSEE Speak Up channel can be found at https://secure.ethicspoint.eu/domain/media/th/gui/107032/index.html

Principle 7: **Ensure Disclosure and Financial Integrity**

Financial Report Preparation and Significant Information Disclosure

SCCC is committed to the transparent, truthful, accurate, and timely disclosure of information, including financial data, performance reports, and other non-financial information. It is paramount that investors and stakeholders have access to accurate information, sufficient for making informed decisions. The information we disclose is available both in Thai and English and can be found both on the SET IT systems as well as the Company's website, ensuring accessibility for all.

The Board of Directors has ensured that personnel involved in the preparation and disclosure of information possess the appropriate knowledge, skills, experience, and have a sufficient team size to fulfil their responsibilities.

The Board has established a robust process for preparing financial reports and ensures the information presented is accurate, in accordance with the generally acceptable accounting standards, and audited by independent auditors certified by the SEC. The Board also takes responsibility for the financial report, which includes the independent auditor report in the annual report by giving approval on such financial information disclosure. The Board has already taken considerations on the factors, the matter of the adequacy evaluation of the internal control system including the observations of the auditors through other communication channels, comments of Audit Committee and in alignment with the objectives, main goals, strategies and Company’s policies.

The Board has monitored controls over the information disclosures which include financial statements, 56-1 One Report from that adequately reflect the Company’s financial status and operational result including the encouragement of the Company to conduct the management discussion and analysis or MD&A to support the financial statement disclosure every quarter, so as to enable the investors to know the information and understand the changes that are occurring to the Company’s financial statements and operational result. Other than solely the numeric figure information in the financial statements and in the case of any information disclosure which is related to any Director, such Director in particular must ensure that the disclosure on his/her part is completely and accurately undertaken.

Financial Liquidity and Solvency

The Board of Directors consistently reviews the capital structure of the Company, namely on a quarterly basis, with any sign of liquidity concerns or issues relating to solvency being brought to Management’s attention to be swiftly addressed, to keep any potential risks at an acceptable level in accordance with the Company’s strategic targets and risk tolerance level. As of this report, the capital structure and solvency of the Company remain in an appropriate state relative to the business environment and the Company’s commitment to sustainability.

Remedial Actions to Solve Financial Problem

In approving any transactions or presenting any comments to a shareholders meeting, the Board must be assured that such transactions will not affect the continuity of the business operations on financial liquidity or solvency.

The Board must monitor controls to ensure that the company has the implementation plan or other mechanism that can address financial problems and keep such plan or mechanism closely monitored and oversee to ensure that the corporate businesses are carried on with due care and in compliance with the requirements in relation to the information disclosure by taking into account the impartiality towards the stakeholders including creditors as well as monitoring the follow-ups to solve the problems which, in this respect, the Management shall be the party to regularly report

the relevant situation. The Board must be assured that any decision making in solving the corporate financial problems irrespective of any method must be in a reasonable manner.

The Board of Directors is well aware of the Company's commitment to its creditors and strive to conduct business in a manner that is conducive to building trust among our stakeholders and fair to our creditors, with practices relating to our creditors as follows :

(1) To strictly and fully comply with the commitments and conditions on debt payments as agreed upon both on the aspect of the back payments of the loans and relevant interests within the prescribed period of time; looking after the collaterals and encumbered charges and liabilities which may contingently occur.

(2) To manage capital for suitable structure in order to build up confidence in our creditors on our financial status and good solvency; and

(3) Should there be a case in which we cannot comply with any Clause of the conditions or as agreed upon, SCCC would notify the creditors accordingly in advance without covering up any facts in order that a joint consideration to find a solution in solving the problem can be made.

Tax Policy

Siam City Cement Public Company Limited and its subsidiaries (the Group) are aware of their roles and responsibilities as a good taxpayer. Therefore, it has implemented a Tax Policy which applies to all levels of Management and working staff; and covers all aspects of taxation operations and payments with strict adherence to tax laws to ensure compliance and contributions to all stakeholders. The policy covers the following tax aspects.

1. Tax compliance: Manage documentation, operation and transactions including tax payment in accordance with the relevant regulation and tax laws that are currently in effect, remaining readily adaptable to potential revisions to such laws and regulations, for the maximal benefits of our stakeholders. The Group also focuses on avoiding transactions that may constitute tax avoidance at all costs.

2. Transfer pricing: Related party transactions are required to apply the principle of comparison between the transfer price and market price (Arm's length price) in order to ensure that the taxation is accurate and proper according to the Arm's Length Principle.

3. Tax risk management: The tax risk management structure including its roles and responsibilities are clearly defined. The Audit and Corporate Governance Committee reviews the tax risk management to ensure it is appropriate.

4. Tax coordination: Make available dedicated people who have sufficient knowledge and skills to collaborate with government tax agents to provide accurate facts of business operations.

Further, provide knowledge and advice to internal parties to build up awareness and ensure all operations are in compliance with tax laws.

5. Tax incentives: Proper utilization of the incentives by following the rules and regulations under tax laws including any special taxation measures as provided to stimulate the country and economy.

Sustainability Report

The Board of Directors has considered the appropriate disclosure of information in compliance with the laws, the ethical code, anti-corruption policy, treatments of employees and stakeholders which include fair treatments and respect to human rights, social and environmental responsibilities. The Board of Directors also take into account the report framework acceptable at domestic or international level which has been defined as the policy, to fully reflect the Company's commitment to building value for our organization in a sustainable manner.

The Company reports its operations and sustainability development based on the Global Reporting Initiative (GRI) standards and discloses key performance results according to the Global Cement and Concrete Association (GCCA) standards. The focus is on presenting key sustainability indicators to provide stakeholders with transparent information, enabling them to assess the Company's performance effectively.

The Board of Directors has established the Sustainability Policy which promotes works relating to the promotion of sustainability in economic, social, and environmental aspects. The Sustainability Steering Committee is charged with overseeing and reviewing the implementation of this policy, with regular monitoring and assessment, to ensure that the Company's commitment to sustainability is fully served.

The Sustainable Development Report has been reviewed and approved by the Sustainability Steering Committee for its accurate reflection of Company's operation in relation to and in alignment with the established Sustainable Development Policy. In addition, the Board of Directors pays special attention to reviewing the Company's operation and its potential for long-term, sustainable value building for all stakeholders.

Details on sustainability performance and development can be found under the topic Sustainability Development.

Details on SD Performance can be found on the Company's website
https://siamcitycement.com/th/esg/esg-publications

The Board of Directors sees the importance of the duties of the Company's "Spokesperson" who must be suitable to perform such duties, understands the corporate business including the objectives, main goals, values and well communicate with the capital market. Because the person appointed to perform such duties has to perform his/her duties with due care, the CEO is therefore designated to be responsible as the spokesperson for giving information to third parties.

Disclosure and the Capital Market Communication

Siam City Cement Public Company Limited understands the importance of accurate, clear public disclosure, sufficient for investors to make informed decisions, with such disclosure accessible to all parties equally, in a timely and appropriate manner. The Company also understands the importance of safeguarding confidential information and information that affects securities prices, with the organization in alignment with the Disclosure Policy.

The Company also sees the importance of equitable and transparent treatment of all shareholders with which they will be provided with important, complete, and updated information, as well as a channel on which the Company’s information may be found that is conveniently accessible to all stakeholders. Notably, at the shareholders’ meeting, no new or modified agenda items or changes to any significant information without notice to the shareholders in advance shall be presented.

In addition to the disclosure made to the Stock Exchange of Thailand including the 56-1 One Report from the Board of Directors also arranges for disclosure, both in Thai and English, of such report on the Company’s website at www.siamcitycement.com. Information disclosed is always improved and kept up to date, in accordance with the good corporate governance principle for listed companies.

Person responsible for Investor Relations

The Board of Directors also set out the Disclosure Policy, and the Communication Policy. Respectively, the tasks related to Investor Relations (IR) are assigned to a specific person in order to communicate it with third parties, including investors, institutional investors, general investors, analysts, and associated state agencies with equality and fairness. The Company provides the opportunity to such parties to visit our Executives as appropriate. Mr. Komkrit Supagovit is currently in charge of Investors Relations activities of the Company.

In 2024, the Company continued to arrange for a variety of investor relations activities, with the aim to disclose information clearly and consistently, encompassing matters including Company performance, current events, strategy, and future outlooks. The Executives, together with investor relations personnel, provided such disclosures in events such as the Opportunity Day, arranged by the Stock Exchange of Thailand. Quarterly analyst meetings were also arranged to act as a platform for disclosure and receiving suggestions and feedback. Quarterly newsletters were also published on the Company’s website. And investor seeking to contact the Company should reach out to the following:

Address: Finance and Controlling
Siam City Cement Public Company Limited
199 Column Tower, 10th Fl.,
Ratchadapisek Road, Klongtoey Sub-district,
Klongtoey District, Bangkok, 10110
Telephone: +66 2 797 7176
Email: SCCC_TH_IR@siamcitycement.com

Management supports the investor relations functions such as establishing guidelines for giving securities price sensitive information and clearly defined accountabilities of the investor relations in order that the information communications and disclosures can be efficiently and constantly made such as analysts meetings on the Company's performance, and news release.

Principle 8: **Ensure Engagement and Communication with Shareholders**

Participating in Decision Making

The Company is firmly committed to protecting the rights and interest of our shareholders. The Company's Board of Directors is aware of and put importance on the rights of our shareholders (including the institutional shareholders) equitably and that under no circumstances shall the Company perform any acts in a manner likely to violate or derogate the rights of our shareholders. This is one of the core tenets of the Company's Governance Policy. The Company adopts the policy in encouraging, supporting and providing facilitations to our shareholders to exercise their fundamental rights in accordance with the law to buy, sell, or transfer the shares they hold, participate in the shareholders' meetings, in person or by proxy, participate in the decision making process of critical matters such as appointing or removing Directors, fixing Directors' remunerations in all forms and appointing the auditor and fixing audit fees, as well as matters that would pose an impact on the Company such as allocation of dividends, stipulations or revisions of Articles of Association and Memorandum of Association, among other matters, and approve transactions that critically affect the direction of the Company.

The Board of Directors ensures that the shareholders shall take part in making important decisions, issues specified by laws, and issues that may impact the direction of the business operation are listed in the meeting agenda and pass the consideration and/or the shareholders' approval.

The Board of Directors supports the shareholders' participation by prescribing criteria to allow minority shareholders to propose a meeting agenda item prior to the shareholders' meeting. The Board will consider including such proposed agenda. If the Board of Directors should deny the proposed agenda item, an explanation must be given at the shareholders' meeting. Additionally, the Board of Directors must implement a process that allows minority shareholders to participate in the nominations and appointments of Directors. Shareholders that are able nominate one or more candidates for directorship are defined as those that individually or collectively hold no less

than 14,900,000 voting shares of the Company (5 percent of the total amount of the Company's voting shares) in accordance with the law. This practice is a part of the process to ensure that minority shareholders can elect independent Directors to safeguard their interest on their behalf. The Board ensures that the disclosure of such criteria is be made to shareholders 3 months before the date of the shareholders' annual general meeting, and provides an opportunity to shareholders to submit questions before the meeting by specifying the criteria for question submission in advance and disseminating such criteria on the Company's website.

For the Annual General Meeting 2025, the Board of directors provided an opportunity to shareholders to submit and propose agenda items and Director candidates between 1 July 2024 - 30 November 2024 by establishing clear criteria for advance submission and disseminating such criteria on the Company's website. No agenda items or Director candidates were proposed by the shareholders for the Annual General Meeting 2025. Questions for the meeting could be submitted until 31 January 2025, with none being received by the Company as of this report.

The Board of Directors shall ensure that the Notices of Shareholders' Meetings contain correct, complete, and adequate information for shareholders to exercise their rights. It shall also ensure that the agenda items are clearly set out in the notices, that the notices and attachments are duly delivered to shareholders, that the Stock Exchange of Thailand is notified of the schedule of a particular meeting and its agenda and the comments of the Board of Directors, and that the notice are published on the Company's website sufficiently ahead of a particular meeting. Notices of Shareholders' Meetings are available both in Thai and English.

You can find additional information regarding shareholder rights, the invitation letter to the meeting, and documents related to the 2025 Annual General Meeting of Shareholders at https://investor.siamcitycement.com/th/downloads/shareholders-meetings

Actions on Shareholders Meeting Date

The Company's Board of Directors ensures that information, date, time, and place of the meeting as well as the meeting agendas are provided with supporting explanations and reasons on each agenda that is specified in the Notices of Shareholders' Meeting. Without restricting shareholders' access to the company information The Board's Notices of Shareholders' Meeting must consist of:

1) Shareholders' meeting date, time and place.

2) Meeting agendas which have been specified as either for acknowledgement or approval including specific matter in relation to the Directors, matters of the Director elections and approval, and on Directors' remunerations in a separate agenda

3) Objectives, rationale and the Board's comments in each proposed agenda which include:

   (1) Agenda on dividend payment approval – dividend payment policy, proposed dividend payment rate together with supporting rationales and information. In the

case of a stay on the dividend payment, relevant rationales and information should as well be given.

(2) Agenda on Directors' appointments – Specify the names, ages, educational and working backgrounds, number of listed companies and general companies having term of office as a Director, nomination rules and procedures, type of Director nominated and in the case of a nomination for reappointment of a previous Director for term of office once again, specify the information on meeting attendances in the previous year and date of appointment to be the Company's Director.

(3) Agenda on Directors' remuneration approval – Policy and rules on defining directors' remuneration of each position and all forms of Directors' remunerations both tangible money and other benefits.

(4) Agenda on the appointment of auditors – Name of auditors, the Company they belong to, working experiences, auditors' independency, auditing fees and other service charges.

4) Proxy Letter in accordance with the form prescribed by Ministry of Commerce.

5) Other meeting supporting information such as vote casting steps, vote counting and vote counting result notification, right of each category of share on vote casting, information of independent Directors whom Company has proposed as the proxies from shareholders, documents which shareholders must produce prior to attending the meeting, proxy supporting documents and map of the meeting place (in casa, physical meeting), etc.

The Board of Directors ensures that the Annual General Meeting of Shareholders is conducted efficiently, transparently, and without limiting the opportunities for shareholders to attend or imposing undue burdens on them. The scheduling of the meeting's date, time, and location is designed to accommodate shareholders' convenience, with a suitable and adequate time for discussions. The meeting venue is chosen for its accessibility, with sufficient public transportation options to ensure shareholders can easily attend the meeting.

The Board of Directors shall ensure that the Notices of Meeting are published on the Company's website in a timely manner, for the shareholders' options and facilitations in case that they cannot attend a meeting in person. To this end, the Board does not specify any requirements for the shareholder's proxy in cases of documents and or evidence of identification that exceed applicable legal and regulatory requirements. In addition, duty stamps are also prepared for the appointment of proxies.

At the same manner, the Company's Board of Directors provide opportunity for shareholders who are unable to attend the meeting to appoint the assigned independent directors or other persons as their proxies to participate and cast their votes in the meeting and encourages the shareholders to use Proxy Form B and assigned more than one independent directors as their proxyholders.

The Board of Directors has a policy to support and facilitate all groups of shareholders, including institutional shareholders to attend the meetings. Hence, the coordination has been made between SCCC and institutional shareholders and/or custodians who are the depositary and curator of securities for foreign investors in verifying the names, number of shares and documents supporting the delegation of proxy before a meeting in order to reduce the time of document verification on the meeting date.

The Board of Directors has promoted the use of technology for the shareholders' meeting. In the past year, the Company held the shareholders' meeting via electronic media (e-AGM), facilitating shareholders who are located outside of the province or abroad and unable to attend in person. The Company used an electronic meeting system service provided by a vendor that complies with the standards of the Electronic Transactions Development Agency and is in accordance with the Emergency Decree on Electronic Meetings B.E. 2020 and the Ministry of Digital Economy and Society's announcement on the security of electronic meetings. This system facilitated shareholders throughout the process, from e-registration, proxy appointments, meeting participation, live Q&A through audio-visual channels, to e-voting and vote counting. The Company also provided guidelines for the meeting registration process and usage of the electronic meeting system for shareholders to review before the meeting, which were sent along with the meeting invitation letter.

The Chairman of the Board is the Chairman of the shareholders’ meeting having the responsibility to comply with applicable legal requirements and the Company’s Articles of Association; to allocate sufficient time for consideration and debate of agendas, and to provide opportunity to all shareholders who wish to share their opinions or ask questions related to the Company.

To enable the shareholders to participate in making crucial decision, the Board of Directors did not submit other matter outside the invitation letter to the Shareholders’ Meeting, to ensure that shareholders have adequate time to study on its information before making decision.

The Board of Directors requires all Directors, as well as relevant Executives, to attend every shareholders' meeting to allow shareholders the opportunity to ask questions on relevant matters.

The Company conducts the meetings in a transparent manner with examination mechanisms available. The Chairman of the Board of Directors shall, before the meeting is to convene, assign the Company Secretary to announce to the meeting the number of attendance, proportion of shareholders who personally attended the meeting and/or by proxies, steps and Meeting procedures, vote and vote, counting methods. including opportunity to the shareholders to set the issues and make inquiries as well as ensuring that inquiries and answers.

Before casting the votes on each agenda item, the Chairman of the Board of Directors provides the opportunity for the shareholders to express their opinions, give their recommendations or even make inquiries. The Chairman and related Executive Committee Members shall be the parties to answer the questions, make considerations on the opinions and recommendations from the shareholders for further actions as appropriate.

In the Company’s shareholders’ meeting, rendering of resolution on each matter shall be arranged in a case where such particular agenda item contains several matters such as an appointment of Directors, etc. Casting of ballots is strictly undertaken in compliance with the law. The shareholders are independent in giving, denying their approvals or abstaining from casting the votes in each matter of the agenda. In a normal case, the pertinent resolution shall be determined by the majority of votes of the shareholders in attendance and casting the ballots. One share is equal to one vote. In the case of a tie vote, the Chairman of the Meeting shall have a right to cast an additional vote which is the casting vote.

The Board of Directors encourages the appointment of an independent person to oversee or verify the voting results during the meeting and discloses the results of votes in favor, against, and abstentions for each agenda item to the meeting, along with recording the details in the Minutes of the AGM meeting.

The Board shall ensure accurate, timely and complete disclosure of shareholder resolutions and preparation of the Minutes of the Shareholders’ Meeting. On the same day after the conclusion of the meeting, the Company shall inform the Stock Exchange of Thailand, in the form of a newsletter and Company’s website, the resolution of each agenda of the Shareholders’ meeting by indicating the votes as “approved”, “disapproved” or “abstained from voting”.

The Minutes of the AGM meeting includes a record of the explanation of the voting procedure and how the voting results will be presented to the meeting before the meeting proceeds. It also includes the opportunity for shareholders to raise issues or ask questions. The report records the questions and answers, as well as the voting results for each agenda item, indicating how many shareholders voted in favor, against, or abstained. Additionally, the report includes the names of Directors who attended the meeting and those who were absent.

The Board ensures that copies of the shareholders’ Meeting Minutes are submitted to the Stock Exchange of Thailand (SET) within fourteen (14) days including the following information :

- Names of Directors and Executives in attendance and proportion of attending and non-attending Directors.
- Method of vote casting and counting, meeting resolutions and vote casting result (“approved”, “disapproved” and “abstained from voting”) on each agenda.
- Important Issues of inquiries and replies in the meeting.

Protection of the Insider Information

The Board of Directors has established the Insider Trading Policy to prevent use of insider information, namely, use of information otherwise inaccessible to the public to advantageously trade securities, for personal gain or that of others. The enforcement of the Blackout Period – a period of 30 days before, and 24 hours after, the disclosure of the Company’s financial report wherein securities trading is prohibited – is aimed at supplementing this policy.

Compliance with Corporate Governance Principles on other Matters

Compliance with corporate governance principles on other matters such as shareholders' right protections, equal treatments of all groups of shareholders, roles of stakeholders, information disclosures and transparency and Board's responsibilities are as follows:

1. Shareholding structure of the Group does not have cross nor pyramid holding type in the group of companies and there shall be no portfolio structure type having inter-transactions in a manner likely to cause conflicts of interests.
2. Currently, the Company has issued only ordinary shares. In an Annual General Meeting, a shareholder's vote is equal to the number of shares they hold.
3. The Company has free float in excess of fifteen percent (15 percent) of the shares having already been issued.
4. Shareholdings of Directors and Management are disclosed, directly and indirectly, in the annual report and that the Company Directors' total shareholdings are not in excess of twenty-five percent (25 percent) of the shares having already been issued.
5. The Board has monitored controls to ensure that the Company discloses the shareholding structure of shareholders with transparency by providing details on the controlling interests of major shareholders and proportion of minority shareholders which clearly reveals the fact on the beneficial owner of the Company as well as disclosing the Directors' and the Executive's shareholdings, directly and indirectly, in the annual report every year.
6. The Company has included social responsibilities as part of its annual reports.
7. In the case of a Company's share buy- back, the Company will not neglect the shareholders' equal treatments.
8. The Company will not hinder nor create any obstacles in opening the opportunity to the shareholders to be able to have communications with one another.
9. The Company will not neglect to disclose the shareholder's agreement having implicitly significant impact on the Company or other shareholders. (If any)
10. Over in the past year, there was no transaction on financial assistance to non-subsidiary Company.
11. Over the past year, the Boord of Directors of the Company has no cases of misconduct related to corruption. Furthermore, no Directors or Executives has not faced legal penalties under securities law.
12. Over the past year, no Directors or Executives of the Company have resigned from their positions due to Corporate governance issues with in the company.
13. Over the past year, there have been no cases of unfair investors treatment through use of insider information by Company Directors or Executives.

14. Over the past year, there was no apparent case in which the Company had violated or non-complied with the rules on inter-transactions or the rules on asset trades.

15. Over the past year, the Company has not been found to have violated the regulations of the relevant authorities such as the Stock Exchange of Thailand (SET) or the Securities and Exchange Committee of Thailand (SET) and has not been required by SEC of Thailand to amend its financial statements.

16. The Company does not incentivize shareholders to cast their votes for specific choices, be they through monetary or material means. This also precludes incentivization through offers of other benefits for specific votes in return by shareholders. This excludes corporate bond risk compensation through increase of interest rates for all corporate bond holders.

17. Non-financial Performance Indicators

    To ensure maximum customer satisfaction, the Company has established the INSEE Service Centre, which provides guidance relating to our products and services, including problem solving support, after-sales services, and complaint management. The service centre focuses on fostering customer relationships, with long-term customer relations survey in the form of the Net Promoter Score (NPS) activity, based on which our operations are adapted and improved to serve our customers’ need better satisfy our customers’ demand. To this end, we are confident that our meticulous quality control processes and after-sales services shall serve to inspire brand loyalty among our customers. In 2024, our NPS remained in a satisfying range.

Detail of SD Performance Indicators are available in the Company’s website. https://siamcitycement.com/th/esg/-esg-publications

List of documents *

1. Policies concerning corporate governance
▪ Corporate Governance Policy ▪ Risk Management Policy ▪ Insider Trading Policy ▪ Related Party Transaction Policy ▪ Conflict of Interest Policy ▪ Anti-Bribery and Corruption Policy ▪ Whistle-blowing Policy
2. Code of Business Conduct
3. Charters
▪ Roles and Responsibilities of the Board of Directors, Chairman of the Board of Directors, and the Group Chief Executive Officer ▪ Charter of the Audit Committee ▪ Charter of the Governance Committee ▪ Charter of the Nomination and Compensation Committee ▪ Charter of the Finance and Investment Committee ▪ Charter of the Risk Management Steering Committee ▪ Charter of the Sustainability Steering Committee

Please find more details of the Company’s information from the attachments which are on website https://investor.siamcitycement.com/en/downloads/one-reports

*This is a document as of the filing date of Form 56-1 One Report for the year 2024. However, the Company reviews these policies annually. You can view the current policy at https://investor.siamcitycement.com/en/corporate-governance/policies-and-documents under the menu “Corporate Governance”.

Attachment 6

Report of the Audit Committee

Report of the Audit Committee

Dear Shareholders,

The Board of Directors of Siam City Cement Public Company Limited has appointed an Audit Committee consisting of three independent directors who are experts with extensive experience in the cement industry, accounting and finance, legal matters and business. All members possess qualifications as required by the regulations of the Securities and Exchange Commission, Thailand (SEC) and the Stock Exchange of Thailand (SET).

The Audit Committee has consistently performed its duties independently and objectively in accordance with its charter, which is reviewed annually to align with current business priorities and approved by the Board of Directors. Additionally, the Audit Committee advocates a strong culture emphasizing good governance, ethics, integrity, accountability and transparency for a long-term sustainable business.

In 2024, the Audit Committee held a total of 11 meetings, with full attendance by all members.

An annual performance evaluation of the Audit Committee was conducted, yielding satisfactory results. The Audit Committee considered business risk assessment, comprehensive risk management planning, organizational efficiency and cybersecurity oversight to enhance corporate governance within the Group. It also determined he priority areas for the 2025 audit plan.

Key activities of the Audit Committee in 2024

(1) **Review of Financial Reports:** The Audit Committee thoroughly reviewed significant information in the quarterly and annual financial statements of Siam City Cement Public Company Limited and its subsidiaries, in collaboration with Management and External Auditors, ensuring compliance with Thai Financial Reporting Standards (TFRS) and International Financial Reporting Standards (IFRS). Discussions with the Management and External Auditors covered financial statements accuracy, disclosure, material accounting adjustments, audit scope, adequacy of accounting practices, Key Audit Matters (KAM) and internal control assessments. To uphold financial reporting standards and protect stakeholders' interests, the Audit Committee met independently with the External Auditors to discuss audit approaches, the quarterly and annual audit plan and to identify any unusual transactions. The External Auditors found no significant concerns or indication of fraud affecting the Company's financial statements. The Audit Committee also monitored changes in accounting standards and reviewed Management's financial analysis reports. Additionally, it approved non-audit services provided by External Auditor to maintain External Auditor independence.

(2) **Review of Related Party Transactions and Potential Conflicts of Interest:** The Audit Committee reviewed the related party transactions and those potentially conflicting with the Company's interests on a quarterly basis. These reviews prioritized business normality, transparency, adequate disclosure and adherence to arm's length principles. The review results were disclosed to the SET in a timely manner.

(3) **Risk Management Process Review:** The Audit Committee conducted quarterly assessments of the Company's risk management processes, which were further strengthened in 2024.

(4) **Evaluation of Internal Controls and oversight of the Group Internal Audit and Compliance function:** The Audit Committee reviewed the effectiveness of internal controls with the Group Internal Audit and Compliance department and Group Chief Executive Officer / Group Chief Financial Officer on a monthly basis and with External Auditors on a quarterly basis. The review covered business focus, organizational efficiency and continuous strengthening of the internal control system through training and awareness programs. The Audit Committee was satisfied with Management's remedial actions on audit observations and recommendations, concluding that the organization's internal control was adequate. The External Auditors also opined that there were no material deficiencies impacting the Company's financial statements. The Audit Committee further reviewed and approved the Group Internal Audit and Compliance Annual Plan for 2025, including the associated budget.

(5) **Compliance with Governance and Regulatory Requirement:** The Audit Committee ensured compliance with SEC, SET and other relevant regulations, reviewing quarterly compliance reports, while promoting good corporate governance through training and communication initiatives, including e-learning programs. It also assessed reports from the company's whistleblowing system (INSEE Speak Up) concerning external complaints, fraud investigations and risk assessments, implementing preventive measures where necessary. Additionally, the Committee reviewed updates to the Governance, Risk and Compliance (GRC) framework, including revisions to the Manual of Authorities and the Policy Landscape across the Group. In overseeing Environmental, Social and Governance (ESG) risks, compliance and reporting, the Audit Committee ensured transparency and accountability by aligning ESG disclosures with global standards, validating ESG data through internal controls and encourage ethical business practices, including anti-corruption policies. It also promoted board and management accountability for ESG integration, embedding sustainability into corporate strategy and risk management to enhance long-term business resilience and stakeholder confidence.

(6) **Investment Project Monitoring:** The Audit Committee monitored the progress of key investment projects to assess the appropriateness of management, resource allocation and their impact on Company performance.

(7) **Appointment of the External Auditors for 2025:** The Audit Committee recommends the appointment of Ms. Kamontip Lertwitworatep and/or Ms. Sarinda Hirunprasurtwutti and/or Mr. Chayanut Metkunakorn of EY Office Limited as the Company's External Auditors for 2025 with the audit fees for the Board's concurrence and the shareholders' approval at the AGM 2025.

In summary, the Audit Committee is of the opinion that the Company's financial statements have been prepared in compliance with financial reporting standards. The related party transactions were at arm's length under normal business conditions, risk management, internal controls and governance measures were adequate and effective and the Company remained fully compliant with all relevant regulations.

Dr. Sunee Sornchaitanasuk

Chairperson of the Audit Committee